

Montgomery County: 2014 Internal Customer Satisfaction Survey

January 14, 2015

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Meeting Goals**
- **Follow-up Items from 2013 Survey**
- **Survey Methodology & Survey Questions**
- **Summary of Findings & Survey Response Rates**
- **Overview of Scores**
- **Quantitative & Qualitative Analysis & Discussion by Department**
 - County Attorney; Finance; Management and Budget; Public Information; Technology Services; Human Resources; General Services
- **Quantitative Data Analysis by Question**
 - Quality of Service; Level of Effort; Success Rate; Communication; Responsiveness; Process
- **Wrap up**



Meeting Goals

- Analyze the results of the 2014 survey with previous surveys to identify positive and negative trends in customer satisfaction
- Identify specific areas in which internal-facing departments can improve customer service and satisfaction

Desired Outcome

- Drive continuous improvement using direct feedback from our internal customers










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Status of 2013 Internal Survey Follow-Up Items

- **Submit to CountyStat your department's plan(s) to improve customer service in the coming year**
 - County Attorney  Received
 - Finance  Received
 - Management and Budget  Received
 - Public Information  Received
 - Technology Services  Received
 - Human Resources  Received
 - General Services  Received

Common among all seven departments was a plan to meet with the departments that rated their services below satisfactory for 2013.



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Survey Methodology

- The Executive Office identified ***nineteen internal service areas*** that focus exclusively or to a large degree on serving County government employees
- The survey asked 6 specific questions regarding various aspects of service delivery for the internal facing departments (see slide 11 for all questions)
- The survey was sent to County managers via the following e-mail groups:
 - #MCG.Department & Office Directors
 - #MCG.MLS
 - #MCG.Public Safety Managers
 - 14 members of the legislative staff
- The Internal Customer Satisfaction Survey was delivered to **495** members of the County management team.
 - **258** surveys were returned for a response rate of **52%**.
- A ***four-point scale*** was used and an optional “not applicable” was included for those who did not have enough experience with a department or issue to answer the question
 - Respondents were also given an opportunity to expand upon their ratings for all 19 service areas in an open response section provided at the end of the survey



Changes to Survey since 2007

- The initial 2007 survey consisted of 12 questions designed to provide ratings in three overarching categories:
 - Overall Satisfaction
 - Department Personnel
 - Department Processes
- In 2009, the survey was adjusted to consist of 13 questions: one of the original questions (originally #8) asked about both ***Initiative*** and ***Innovation***, which was split into two questions
- 2013 was the first time the survey requested the respondent's home department or office, allowing for additional analysis and insights
- In 2014, based on feedback from survey recipients, CountyStat examined ways to reduce the size and remove redundant questions from the survey. As part of this analysis, CountyStat removed **7 questions** from the survey.

2014 serves as the new overall baseline score. For individual questions that were not altered, historical comparisons can still be made.



2013 Internal Survey Questions

Overall
ratings

- 2. **Quality of Service:** Rate your satisfaction with the overall quality of service received by the following Departments.
- 3. **Level of Effort:** Rate the level of effort your Department must invest to successfully utilize the Department's service(s).
- 4. **Success Rate:** Rate how often the following Departments successfully meet the needs and requirements of your Department.

Personnel
ratings

- 5. **Communication:** Rate how often Department staff were able to explain and answer questions to your satisfaction.
- 6. **Professional Knowledge:** Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.
- 7. **Availability:** Rate how often your first attempt to reach Department staff was successful.
- 8. **Responsiveness:** Rate how often you were satisfied with the responsiveness of the Department staff.
- 9. **Initiative:** Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.

Process
ratings

- 10. **Process:** Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.
- 11. **Guidance & Assistance:** Rate your satisfaction with the guidance and assistance provided for the process(es).
- 12. **Timeliness:** Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.
- 13. **Information:** Rate your satisfaction with the amount of information provided to you about the status of your request.
- 14. **Innovation:** Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.



RED = Question removed from 2014 survey

2014 Internal Survey Questions

Overall ratings

2. Quality of Service: Rate your satisfaction with the overall quality of service received by the following Departments.
3. Level of Effort: Rate the level of effort your Department must invest to successfully utilize the Department's service(s).
4. Success Rate: Rate how often the following Departments successfully meet the needs and requirements of your Department.

Personnel & Process ratings

5. Communication: Rate how often Department staff were able to explain and answer questions to your satisfaction.
6. Responsiveness: Rate how often you were satisfied with the responsiveness of the Department staff.
7. Process: Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.

After a thorough review of the 2013 survey, CountyStat recommended and CEX approved to keep the above questions. CountyStat will solicit feedback on the survey again to determine if any further changes will be needed for the 2015 survey.



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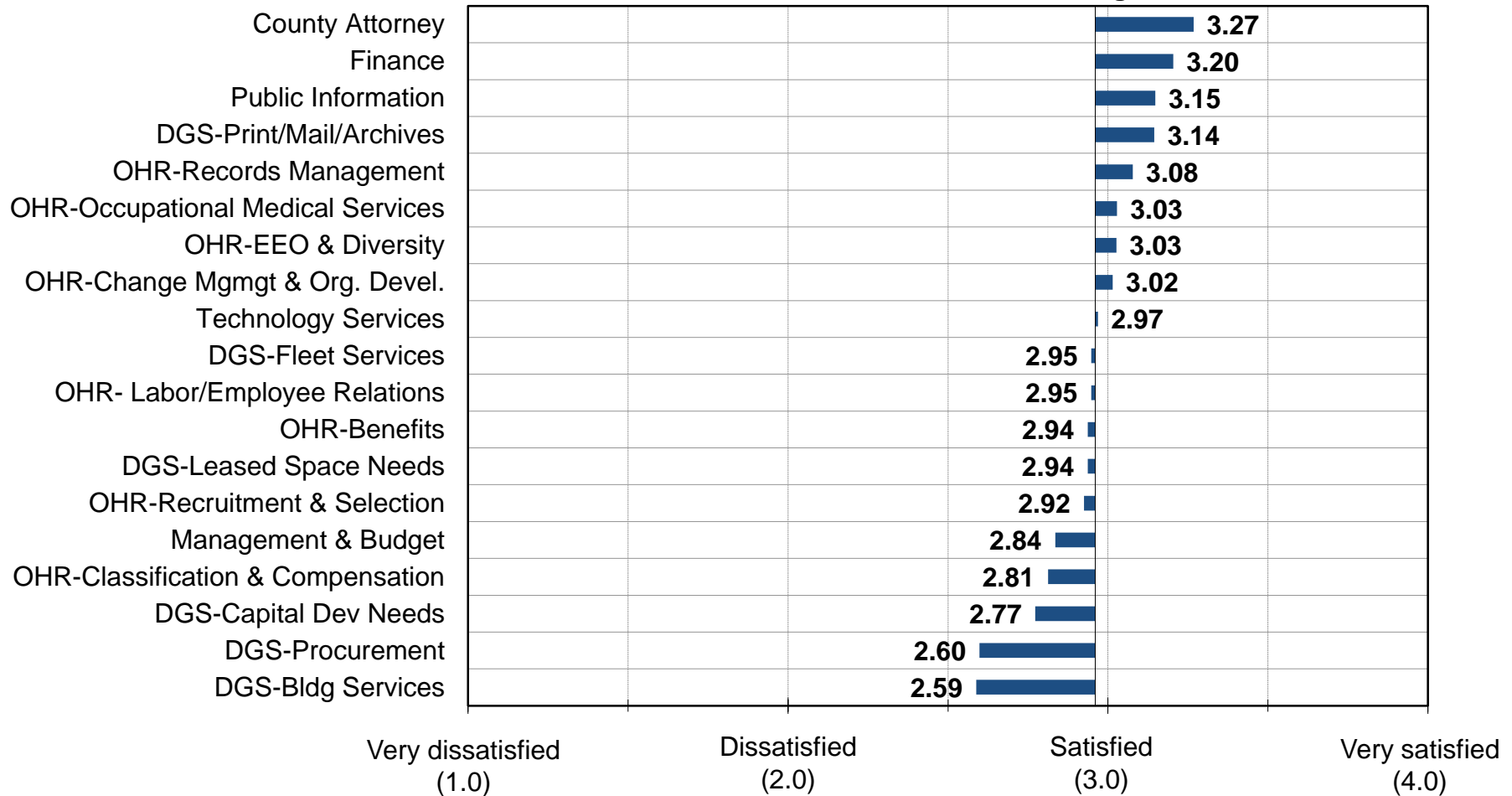
Summary of Findings

- **15 out of 19 service areas** saw no change in scores for the 6 questions that were asked in 2013 and 2014
- **DGS- Capital Development Needs** saw a statistically significant improvement in the area of level of effort.
- The following service areas saw statistically significant declines:
 - **County Attorney:** Level of Effort, Process
 - **OHR – Benefits:** Process
 - **Technology Services:** Quality of Service, Level of Effort, Communication, Process
- There were 510 comments: 11% (54) were neutral/suggestive, 55% (283) were negative, and 34% (173) were positive



2014 Overall Scores for Internal Service Areas

2014 Average = 2.96*



In 2014, OCA had the highest overall satisfaction score among internal service departments. DGS Building Services has the lowest overall score.



2014 Survey Response Rates

Department	Response Rate (%)	Change from 2013
BOE*	150%	NA
ECM	100%	↑ 100%
MCERP	100%	→ 0%
OCP	100%	→ 0%
OHR	100%	→ 0%
OCA	88%	↓ -13%
CEC	83%	↑ 26%
DPS	73%	↑ 5%
FIN	68%	↓ -16%
CUPF	67%	↓ -8%
IGR	67%	→ 0%
MCPL	67%	↓ -13%
OMB	67%	↑ 7%
DTS	65%	↑ 7%
DGS	64%	↓ -20%

Department	Response Rate (%)	Change from 2013
DOCR	63%	↑ 10%
HHS	54%	↑ 4%
DLC	50%	↓ -21%
HRC	50%	→ 0%
OEMHS	50%	NA
DEP	47%	↓ -16%
DHCA	44%	↓ -56%
REC	44%	↓ -56%
CEX	44%	↓ -10%
DED	43%	↑ 14%
CCL	42%	↑ 17%
PIO	40%	↓ -20%
DOT	36%	↓ -18%
MCPD	32%	↓ -40%
MCFRS	29%	↓ -12%

The response rate for the 2014 survey was 52% (258 out of 495). This was 11 percentage points below last year. Further examination of survey metadata can be found in the appendix.

*3 survey respondents marked their home department as BOE, but only two BOE employees received the survey. Therefore, the survey may have been forwarded to a third recipient or a survey respondent selected the wrong department.



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All Scores 2012 Survey	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/ Archives	DGS- Procurement	Human Resources	Management & Budget	Public Information	Technology Services	Average Rating
Q1: Quality of service	3.38*	3.19	2.71	2.94	3.08	3.04	3.13	2.74	2.96	2.97	3.28	3.08	3.04
Q2: Level of effort	3.11	2.92	2.43	2.72	2.94	2.87	3.12	2.27	2.54	2.67	3.33	2.94	2.82
Q3: Success rate	3.30	3.03	2.50	2.60	3.00	3.03	3.11	2.71	2.83	2.87	3.23	2.93	2.93
Q4: Communication	3.32	3.03	2.59	2.78	2.99	2.99	3.09	2.70	2.78	2.90	3.30	2.94	2.95
Q5: Professional knowledge	3.46	3.14	2.71	2.92	3.01	3.04	3.13	2.80	2.82	2.96	3.25	2.99	3.02
Q6: Availability	2.99	2.94	2.61	2.81	3.05	2.94	2.94	2.43	2.48	2.91	3.18	2.94	2.85
Q7: Responsiveness	3.26	3.02	2.55	2.70	3.04	2.96	3.01	2.56	2.71	2.92	3.21	2.94	2.91
Q8: Initiative	3.20	2.86	2.51	2.55	2.84	2.84	2.87	2.53	2.61	2.81	3.19	2.92	2.81
Q9: Process	3.38	3.13	2.73	2.84	3.04	2.99	3.02	2.78	2.86	2.93	3.29	3.08	3.00
Q10: Guidance & Assistance	3.39	3.15	2.81	2.85	2.99	3.03	3.06	2.83	2.87	3.00	3.29	3.07	3.03
Q11: Timeliness	3.22	3.09	2.70	2.85	2.95	2.99	3.04	2.68	2.80	2.98	3.22	3.07	2.97
Q12: Information	3.29	3.18	2.79	2.95	3.02	3.07	3.03	2.83	2.86	2.98	3.28	3.09	3.03
Q13: Innovation	3.10	2.99	2.74	2.85	2.88	2.90	2.95	2.71	2.76	2.87	3.15	2.97	2.91
Overall Average Rating	3.26	3.05	2.64	2.79	3.00	2.98	3.05	2.66	2.76	2.91	3.25	3.00	2.95

*2012 scores were recalculated for verification purposes in 2014; this score was previously reported at 2.92. All other scores were only minimally changed, if at all.



All Scores (1/2): 2013 Survey

	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/ Archives	DGS-Procurement	Human Resources-Benefits	Human Resources-Records Management
Q2: Quality of service	3.47	3.27	2.71	2.79	3.13	3.05	3.22	2.76	3.06	3.12
Q3: Level of effort	3.18	2.98	2.50	2.47	3.00	2.93	3.19	2.31	3.02	3.17
Q4: Success rate	3.31	3.12	2.49	2.56	2.98	2.84	3.16	2.66	2.99	3.06
Q5: Communication	3.35	3.19	2.56	2.72	3.05	2.97	3.16	2.76	2.97	3.07
Q6: Professional knowledge	3.47	3.29	2.75	2.88	3.14	3.02	3.20	2.87	3.03	3.10
Q7: Availability	3.17	3.01	2.50	2.86	3.07	2.92	2.97	2.69	2.69	2.99
Q8: Responsiveness	3.35	3.18	2.45	2.72	3.00	2.86	3.07	2.68	2.92	3.11
Q9: Initiative	3.19	2.98	2.35	2.67	2.91	2.72	2.91	2.53	2.83	3.03
Q10: Process	3.44	3.20	2.56	2.81	3.09	2.98	3.18	2.73	3.04	3.11
Q11: Guidance & Assistance	3.43	3.22	2.64	2.82	3.09	2.98	3.18	2.76	3.06	3.13
Q12: Timeliness	3.33	3.16	2.59	2.78	3.05	2.93	3.10	2.61	3.08	3.13
Q13: Information	3.30	3.18	2.60	2.80	3.09	2.99	3.05	2.81	3.05	3.14
Q14: Innovation	3.09	2.98	2.48	2.67	2.92	2.83	3.01	2.55	2.98	3.01
Overall Average Rating	3.31	3.14	2.55	2.74	3.04	2.93	3.11	2.67	2.98	3.09



Department showed statistically significant increase from 2012

Department showed statistically significant decline from 2012

All Scores (2/2): 2013 Survey

	Human Resources- EEO & Diversity	Human Resources- Labor/Employee Relations	Human Resources- Occupational Medical Services	Human Resources- Recruitment & Selection	Human Resources- Classification & Compensation	Human Resources- Change Management & Organizational Development	Management & Budget	Public Information	Technology Services	Average Rating
Q2: Quality of service	3.11	3.06	3.11	3.03	2.87	3.00	2.93	3.19	3.17	3.06
Q3: Level of effort	3.24	3.00	3.11	2.81	2.68	2.99	2.65	3.27	2.98	2.92
Q4: Success rate	3.03	2.95	3.03	2.96	2.78	2.93	2.81	3.12	3.02	2.94
Q5: Communication	3.01	2.96	3.09	3.02	2.84	3.02	2.91	3.20	3.11	3.00
Q6: Professional knowledge	3.12	3.03	3.10	3.08	2.91	2.99	2.98	3.21	3.21	3.07
Q7: Availability	2.91	2.87	2.88	2.85	2.81	2.90	2.98	3.12	3.16	2.91
Q8: Responsiveness	2.97	2.99	3.04	2.99	2.81	2.99	2.96	3.16	3.12	2.97
Q9: Initiative	2.94	2.83	2.92	2.88	2.72	2.92	2.77	3.08	3.07	2.85
Q10: Process	3.06	2.95	3.09	2.99	2.83	3.03	2.91	3.20	3.13	3.02
Q11: Guidance & Assistance	3.08	3.04	3.05	3.05	2.87	3.08	3.01	3.21	3.17	3.05
Q12: Timeliness	3.03	3.01	3.03	2.91	2.83	3.03	2.92	3.14	3.15	2.99
Q13: Information	3.07	3.06	3.01	2.99	2.84	3.04	2.96	3.17	3.16	3.02
Q14: Innovation	2.94	2.87	2.90	2.80	2.70	2.95	2.76	3.06	3.08	2.87
Overall Average Rating	3.04	2.97	3.03	2.95	2.81	2.99	2.89	3.16	3.12	2.97



Department showed statistically
significant increase from 2012



Department showed statistically
significant decline from 2012

All Scores (1/2): 2014 Survey

	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/Archives	DGS-Procurement	Human Resources-Benefits	Human Resources-Records Management
Q2: Quality of service	3.43	3.31	2.80	2.90	3.01	2.99	3.22	2.69	3.00	3.07
Q3: Level of effort	3.02	3.03	2.47	2.70	2.87	2.89	3.17	2.28	2.98	3.12
Q4: Success rate	3.30	3.18	2.55	2.70	2.92	2.93	3.15	2.67	2.97	3.08
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Q6: Responsiveness	3.24	3.22	2.50	2.79	2.90	2.93	3.06	2.61	2.87	3.06
Q7: Process	3.30	3.23	2.58	2.85	3.03	2.95	3.12	2.63	2.88	3.05
Overall Average Rating	3.27	3.20	2.59	2.77	2.95	2.94	3.14	2.60	2.94	3.08



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

All Scores (2/2): 2014 Survey

	Human Resources- EEO & Diversity	Human Resources- Labor/Employee Relations	Human Resources- Occupational Medical Services	Human Resources- Recruitment & Selection	Human Resources- Classification & Compensation	Human Resources- Change Management & Organizational Development	Management & Budget	Public Information	Technology Services	Average Rating
Q2: Quality of service	3.03	2.99	3.12	3.02	2.87	2.99	2.94	3.15	3.02	3.03
Q3: Level of effort	3.10	2.88	3.06	2.77	2.75	3.08	2.64	3.23	2.82	2.89
Q4: Success rate	3.00	2.95	2.98	2.92	2.83	3.01	2.79	3.09	2.95	2.95
Q5: Communication	3.04	2.98	3.01	3.01	2.84	3.00	2.90	3.16	3.00	2.98
Q6: Responsiveness	2.97	2.93	2.96	2.92	2.80	3.00	2.88	3.13	3.00	2.94
Q7: Process	3.02	2.95	3.04	2.91	2.79	3.01	2.87	3.13	3.00	2.96
Overall Average Rating	3.03	2.95	3.03	2.92	2.81	3.02	2.84	3.15	2.97	2.96



Department showed statistically
significant increase from 2013



Department showed statistically
significant decline from 2013

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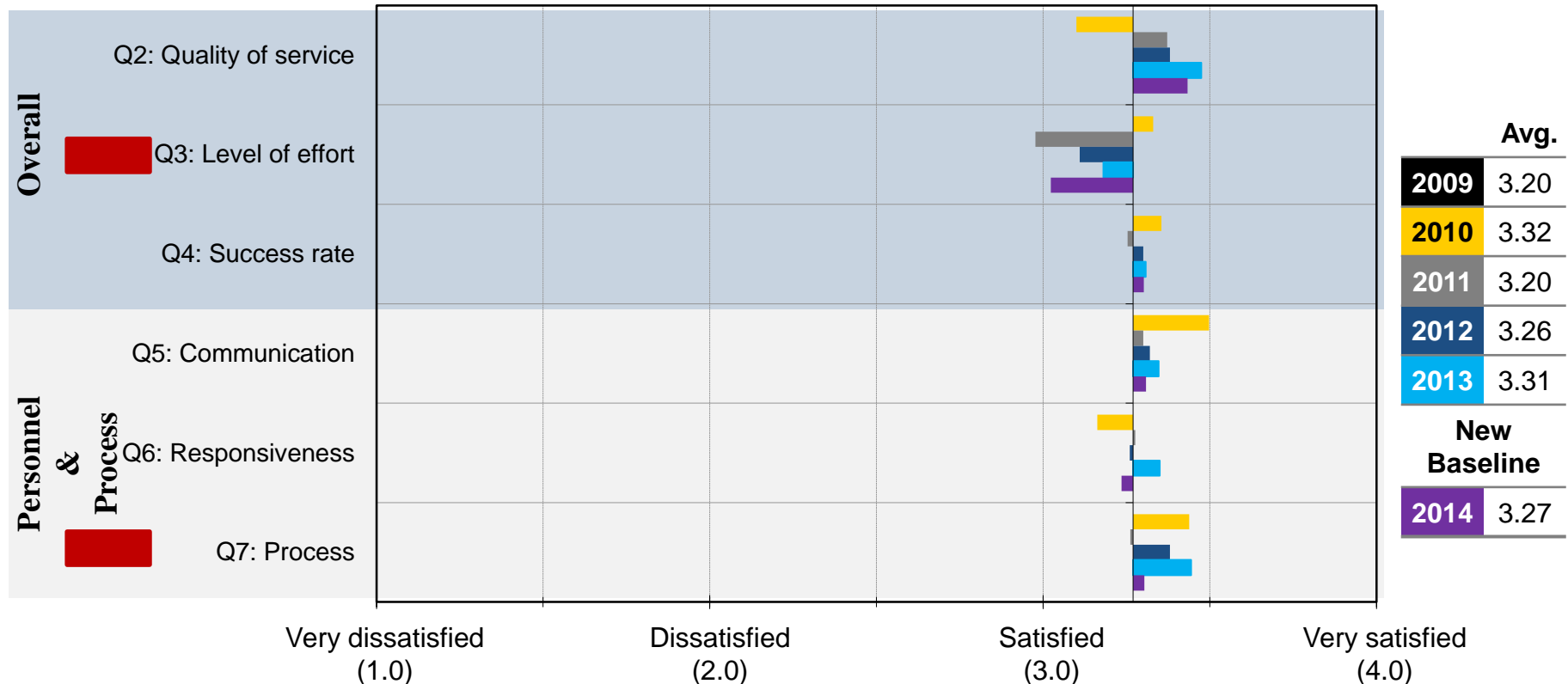
Notes about Departmental Slides

- **Because CountyStat shortened the survey by removing questions, comparisons between past overall departmental scores are no longer possible**
 - However, the questions that remained in the survey were identical to the previous years' surveys.
 - For the remaining individual questions, historical comparisons can be made.
- **The overall averages before 2014 are shown for reference purposes only and are not considered in the analysis.**



Departmental Analysis: County Attorney (1/2)

2014 Average = 3.27



For 2014, MLS respondents were overall satisfied with OCA's performance. OCA's lowest mark was in the level of effort invested to use the department's services with a 3.02 average score. The score was a reversal of improvements seen in the last two years of the survey.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: County Attorney (2/2)

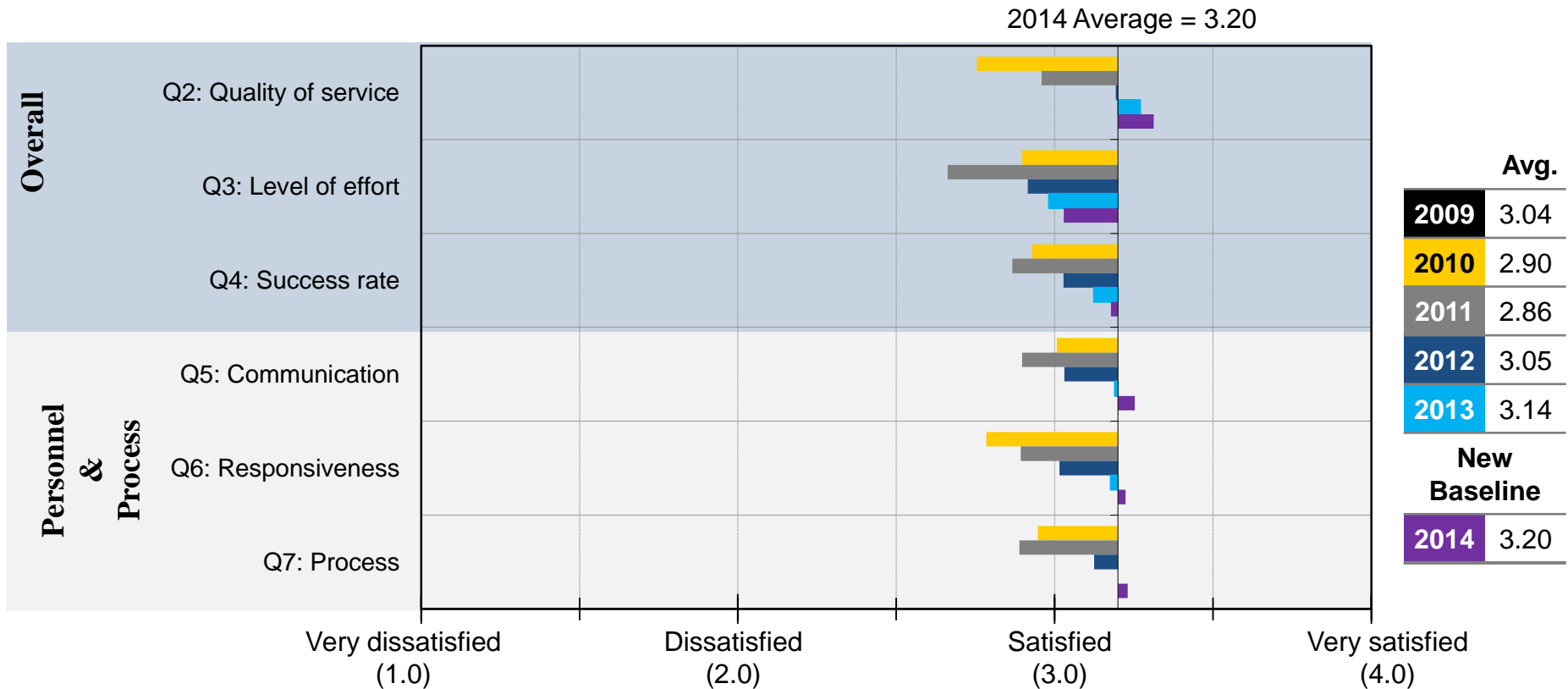
- **42 individual comments**
 - 43% negative
 - 55% positive
 - 2% neutral/suggestive
- **Themes**
 - Very knowledgeable staff
 - Both positive and negative comments about responsiveness

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DOCR	3.8
FIN	3.6
CC (County Council)	3.5
DHCA	3.5
DOT	3.5
DLC	3.5
OMB	3.4
DEP	3.4
LIB	3.4
DTS	3.4
MCPD	3.3
DPS	3.3
DGS	3.3
REC	3.3
CEC (CFW, OCP, RSC, UD)	3.2
CEX	3.2
OHR	3.1
MCFRS	3.1
HHS	2.7
OCA	2.0
Average Rating	3.3

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Finance (1/2)



Scores for Finance were flat between 2013 and 2014, but the department remained above the satisfactory level for each question in the survey.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: Finance (2/2)

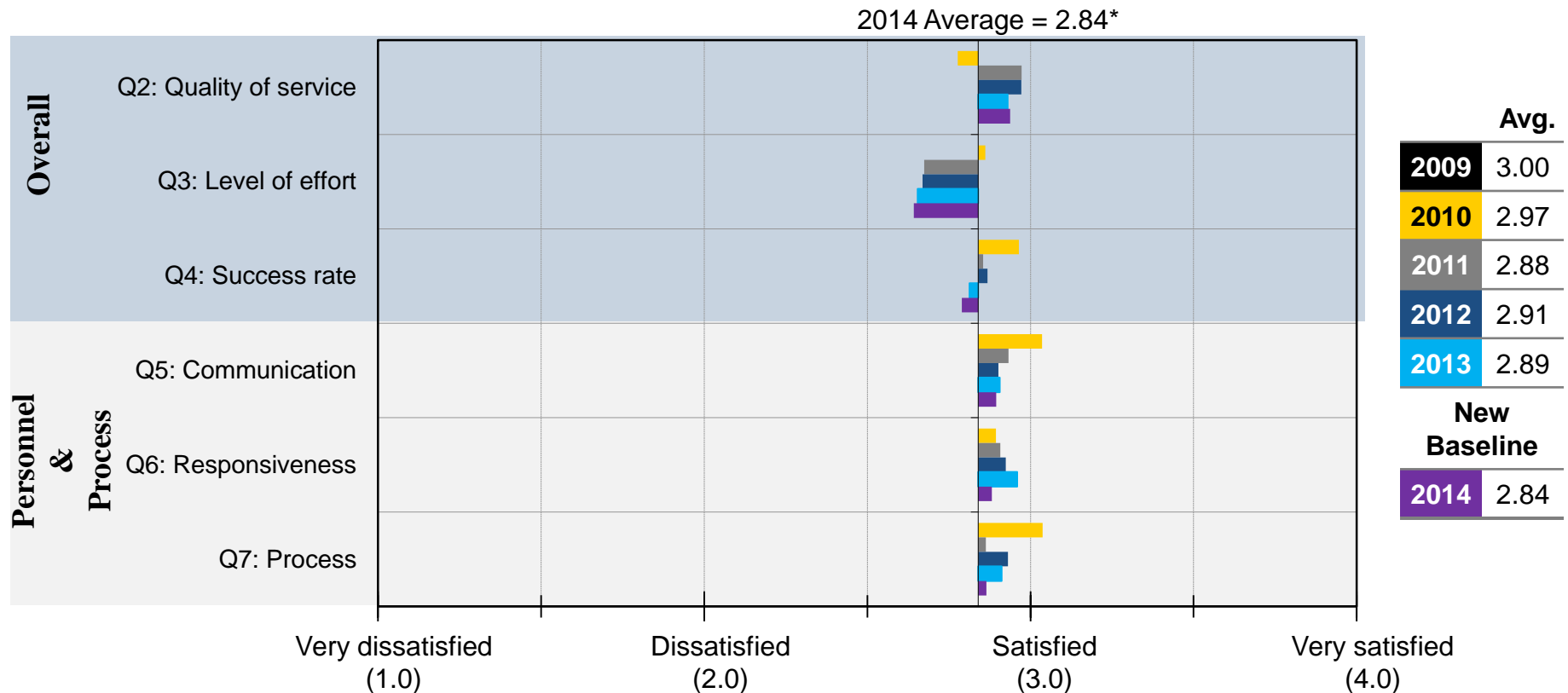
- **26 individual comments**
 - 38% negative
 - 54% positive
 - 8% neutral/suggestive
- **Themes**
 - Professional staff
 - Negative comments regarding turnaround time and responsiveness for the Risk Management Division and the TPA CorVel

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
CEX	3.6
OMB	3.6
FIN	3.6
CC (County Council)	3.5
DOCR	3.4
OHR	3.4
DLC	3.3
DTS	3.3
OCA	3.3
DHCA	3.2
CEC (CFW, OCP, RSC, UD)	3.2
DPS	3.2
DOT	3.2
DEP	3.2
LIB	3.1
MCPD	3.1
DGS	3.0
HHS	3.0
REC	2.8
MCFRS	2.7
Average Rating	3.2

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP, OEMHS, PIO



Departmental Analysis: Management and Budget (1/2)



There were no significant changes in OMB's customer satisfaction scores between 2013 and 2014. Scores remained near the satisfactory (3.0) level.



Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Departmental Analysis: Management & Budget (2/2)

- **31 individual comments**
 - 64% negative
 - 32% positive
 - 4% neutral/suggestive
- **Themes**
 - Better deference to departments on subject matters that require expertise
 - OMB's IT staff was given high marks for customer service and eBudget innovations

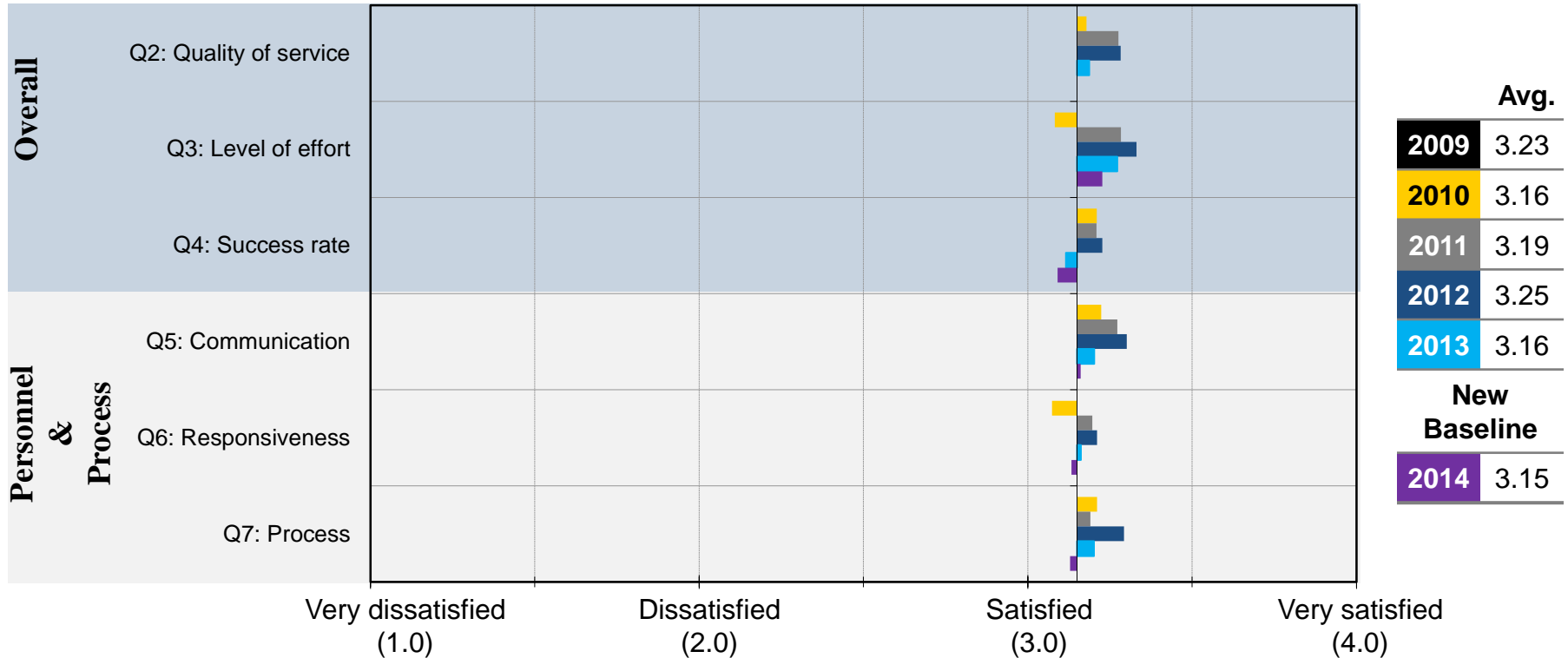
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OMB	3.7
FIN	3.3
REC	3.2
DLC	3.2
OCA	3.1
DOT	3.1
DTS	3.1
CEX	3.0
MCFRS	3.0
DPS	2.9
LIB	2.9
DOCR	2.8
OHR	2.8
CC (County Council)	2.7
DHCA	2.7
DEP	2.5
HHS	2.5
DGS	2.4
MCPD	2.4
CEC (CFW, OCP, RSC, UD)	2.3
Average Rating	2.8

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Public Information (1/2)

2014 Average = 3.15



Scores were consistent between 2013 and 2014 for PIO. However, scores are starting to drop from a peak in 2012.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: Public Information (2/2)

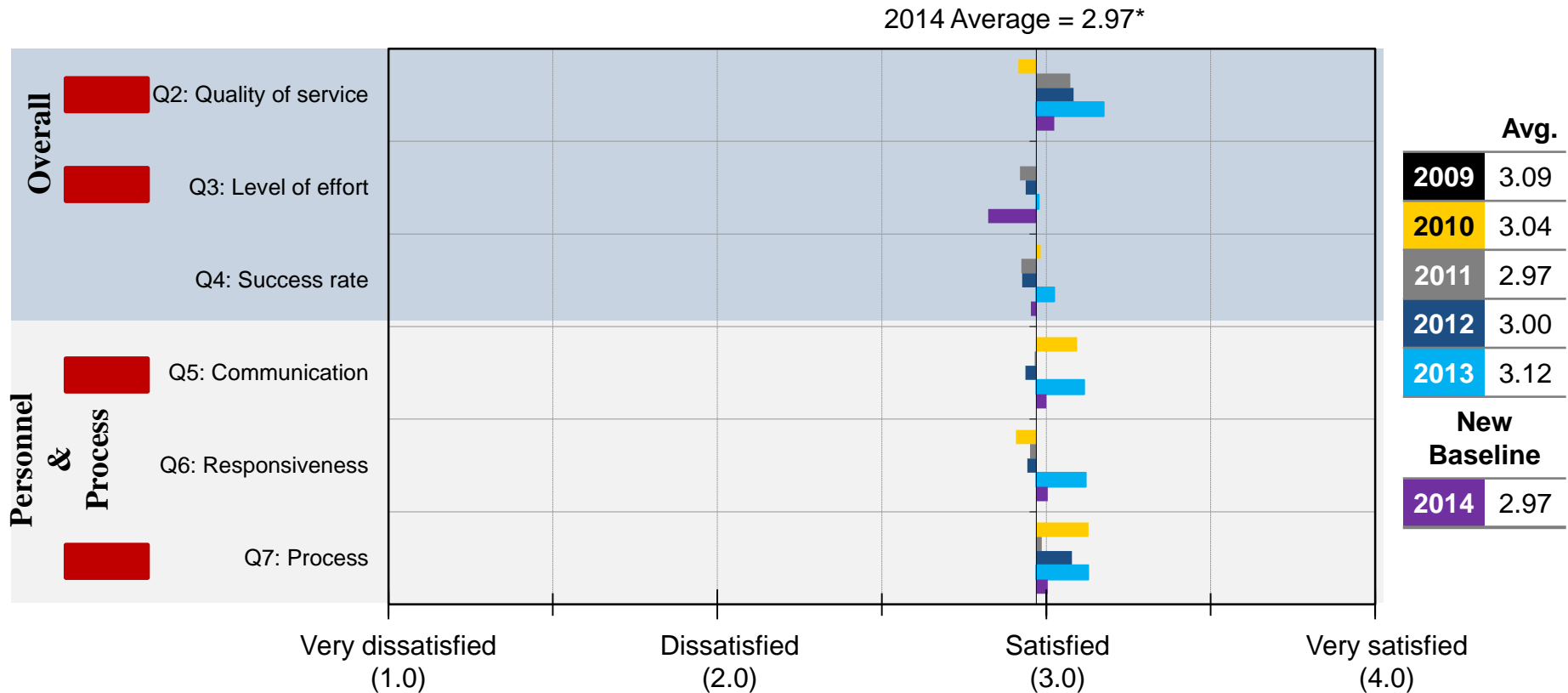
- **11 individual comments for PIO**
 - 73% negative
 - 18% positive
 - 9% neutral/suggestive
- **7 individual comments regarding 311 (not included in the comment count above)**
- **Themes**
 - Better response times and communication between the departments and PIO are needed
 - 311 comments mainly regarding information given by call center and timely responses to customers

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
CC (County Council)	3.5
OHR	3.5
OCA	3.4
OMB	3.4
DEP	3.3
CEC (CFW, OCP, RSC, UD)	3.3
MCPD	3.3
LIB	3.3
FIN	3.2
DLC	3.2
HHS	3.1
DOT	3.1
DHCA	3.1
REC	3.0
DTS	3.0
DGS	2.9
DPS	2.9
DOCR	2.9
MCFRS	2.6
CEX	2.5
Average Rating	3.1

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Technology Services (1/2)



DTS saw statistically significant declines for 4 out of 6 areas. However, DTS's overall score of 2.97 was still near the satisfactory (3.0) level.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: Technology Services (2/2)

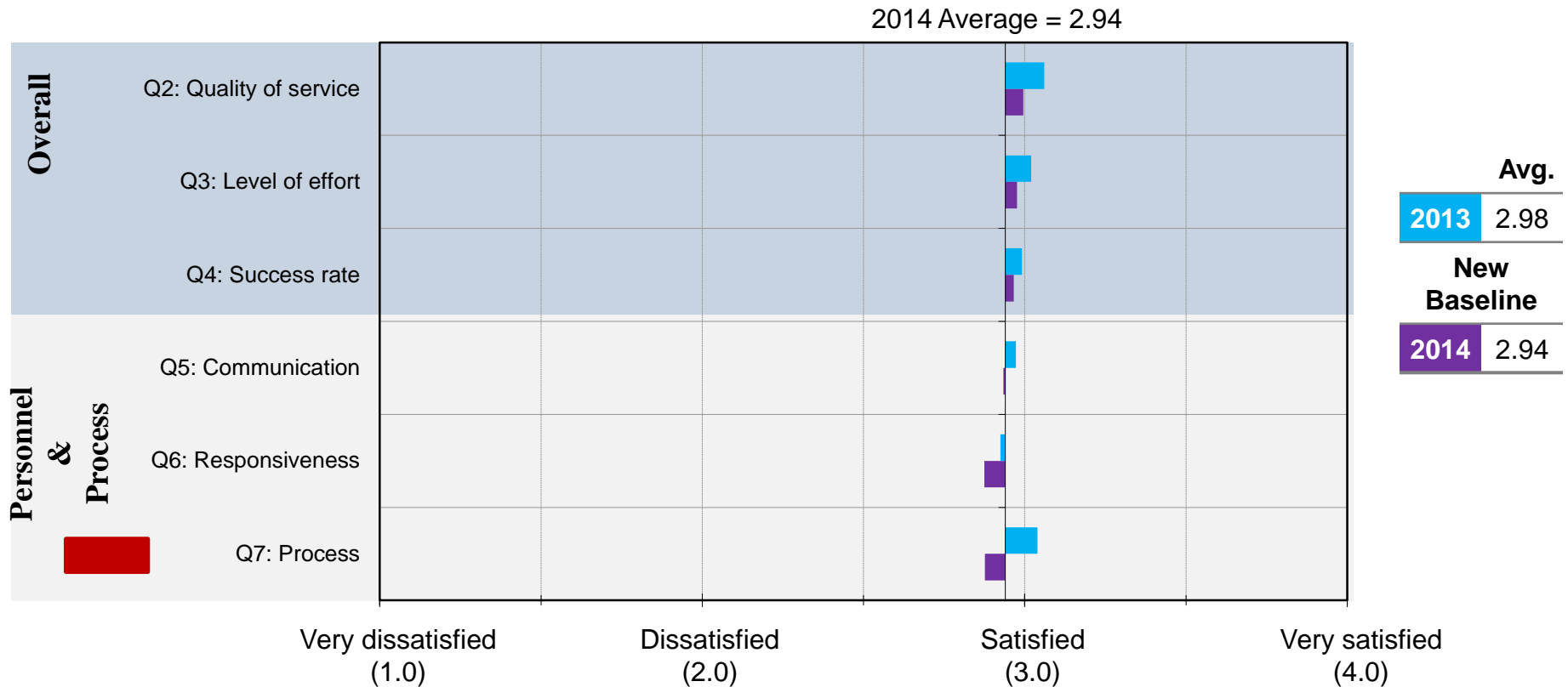
- **46 individual comments**
 - 50% negative
 - 43% positive
 - 7% neutral/suggestive
- **Themes**
 - Need for better communication and coordination with DTS and department IT staff
 - Timely responses from DTS
 - Concerns that IT systems are falling behind as compared to the private sector
 - Better support for 24/7 operations

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OMB	3.8
DTS	3.6
FIN	3.4
CEC (CFW, OCP, RSC, UD)	3.4
CEX	3.3
MCFRS	3.2
DHCA	3.2
DOT	3.1
DLC	3.1
OHR	3.0
OCA	3.0
HHS	2.9
DOCR	2.9
DGS	2.8
DPS	2.7
MCPD	2.6
DEP	2.6
CC (County Council)	2.6
LIB	2.4
REC	2.2
Average Rating	3.0

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Human Resources – Benefits (1/2)



The Benefits Team in OHR saw a decline for process between 2013 and 2014. Benefits received its lowest scores in responsiveness and process in 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-Benefits (2/2)

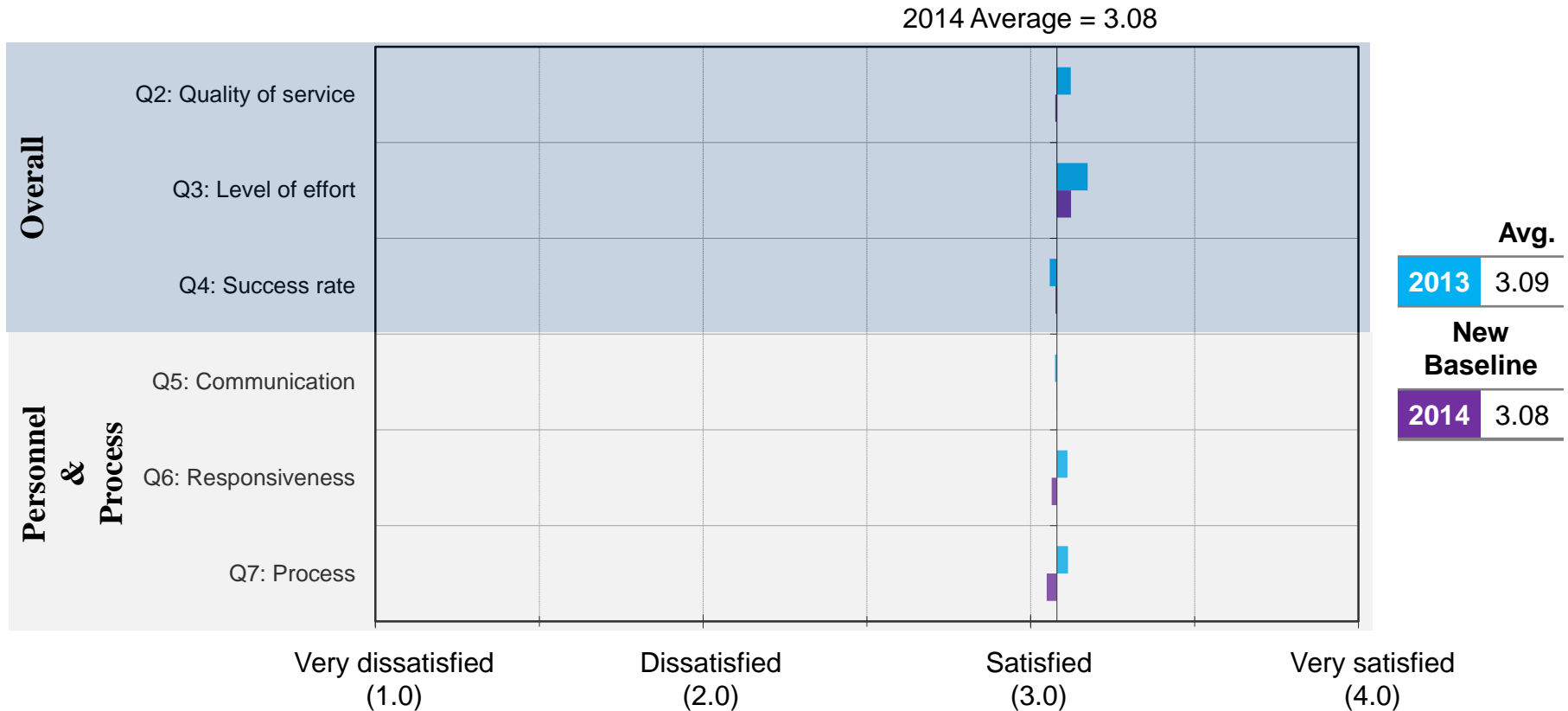
- **35 individual comments**
 - 80% negative
 - 14% positive
 - 6% neutral/suggestive
- **Themes**
 - Employees do not want to have to go through 311 for answers
 - Lack of returned messages or calls

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DEP	3.8
OHR	3.7
CEX	3.4
CEC (CFW, OCP, RSC, UD)	3.4
OMB	3.2
MCFRS	3.2
DLC	3.1
DTS	3.1
OCA	3.1
DHCA	3.0
MCPD	3.0
FIN	3.0
REC	3.0
DPS	3.0
LIB	2.9
DOCR	2.9
HHS	2.7
DOT	2.7
DGS	2.7
CC (County Council)	2.4
Average Rating	2.9

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Human Resources – Records Management (1/2)



Scores for OHR Records Management were largely unchanged from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-Records Management (2/2)

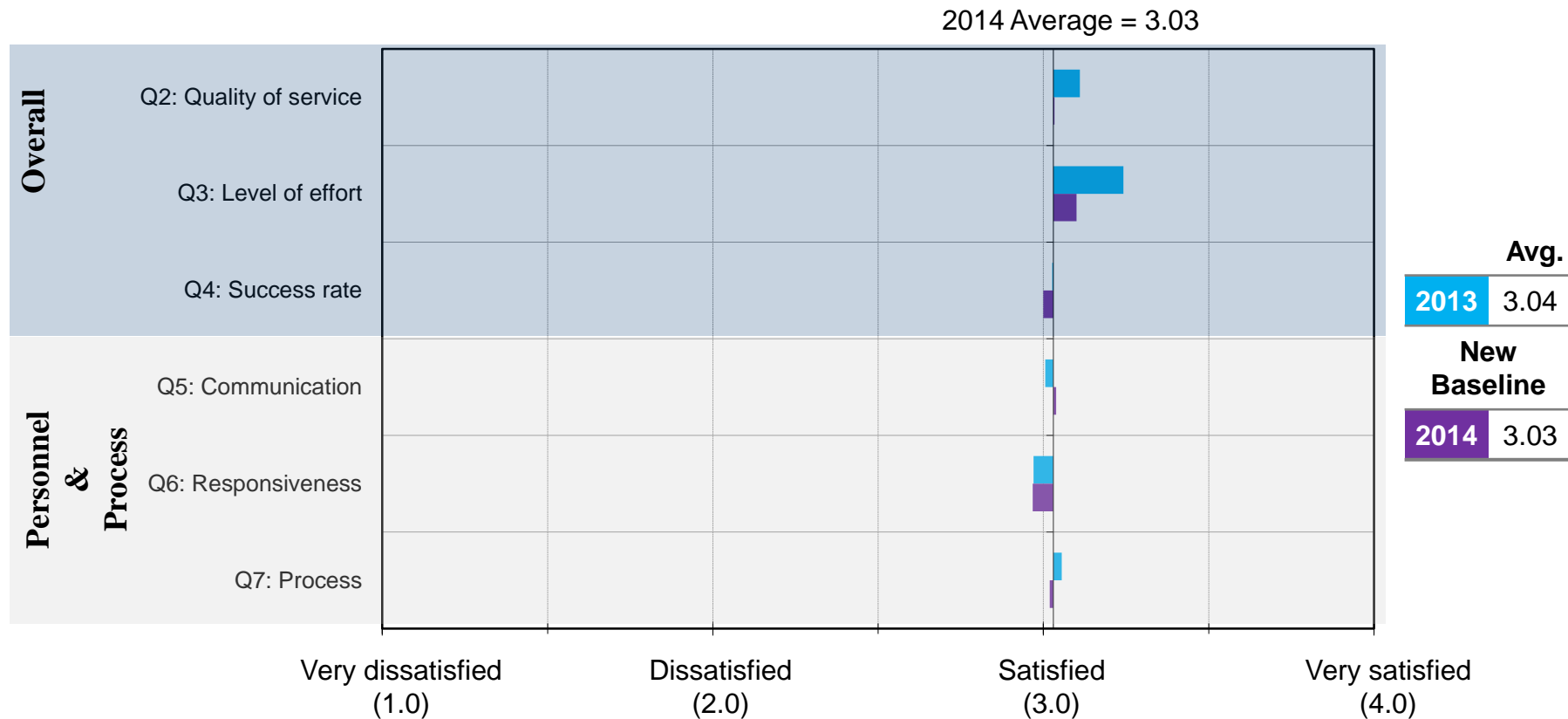
- **12 individual comments**
 - 50% negative
 - 42% positive
 - 8% neutral/suggestive
- **Themes**
 - Need for better communication with the departments

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OHR	3.8
DEP	3.7
FIN	3.3
OMB	3.3
REC	3.3
CEX	3.3
DTS	3.2
CC (County Council)	3.2
CEC (CFW, OCP, RSC, UD)	3.2
DOCR	3.1
DLC	3.1
DHCA	3.1
MCFRS	3.0
MCPD	3.0
OCA	3.0
HHS	3.0
DPS	2.9
LIB	2.7
DGS	2.7
DOT	2.7
Average Rating	3.1

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Human Resources – EEO & Diversity (1/2)



Scores for OHR EEO & Diversity were largely unchanged from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-EEO & Diversity (2/2)

- **13 individual comments**
 - 46% negative
 - 54% positive
- **Themes**
 - Need for better communication regarding cases
 - Need for faster resolution of cases

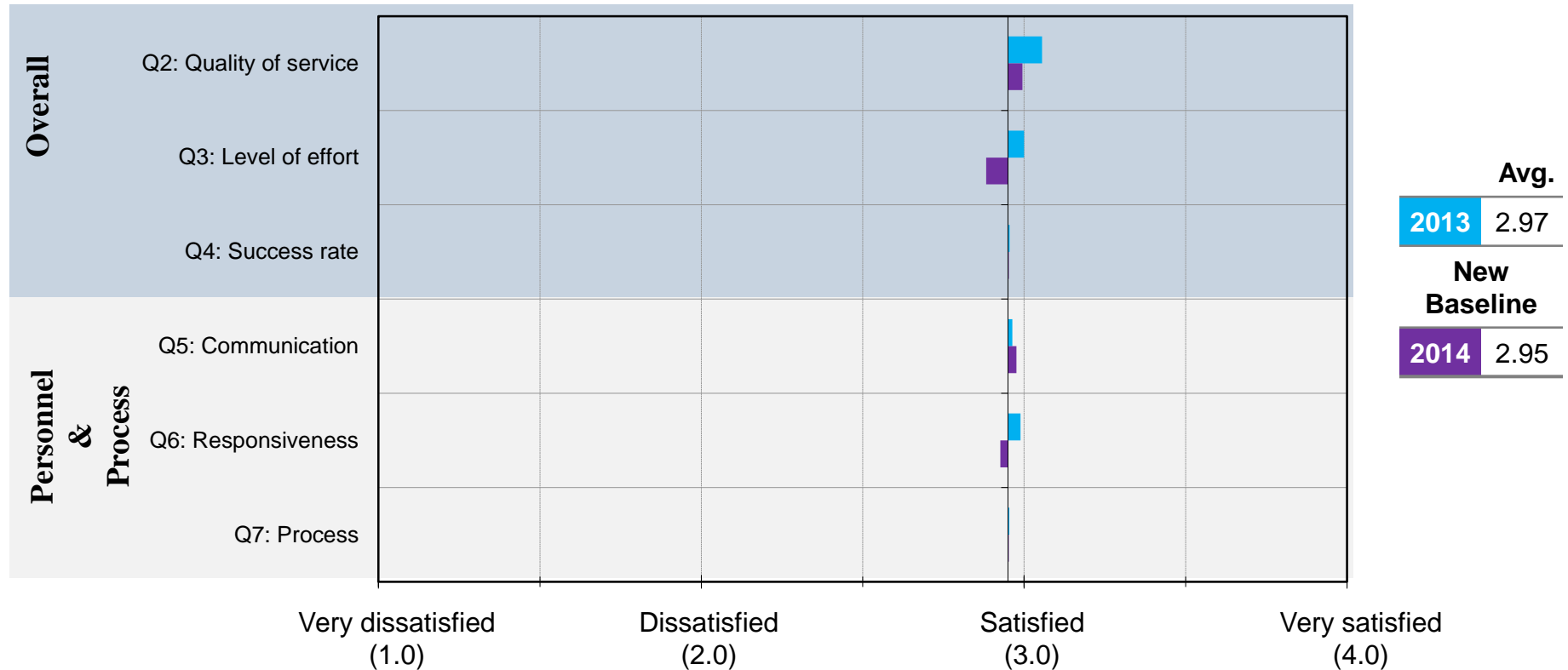
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OHR	3.4
DLC	3.3
CEX	3.3
DTS	3.3
LIB	3.2
REC	3.2
FIN	3.2
MCPD	3.2
DOT	3.1
DHCA	3.0
HHS	2.9
DEP	2.9
MCFRS	2.9
DGS	2.9
DOCR	2.9
DPS	2.8
CEC (CFW, OCP, RSC, UD)	2.5
OMB	2.5
OCA	2.2
CC (County Council)	2.1
Average Rating	3.0

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP, OEMHS, PIO



Departmental Analysis: Human Resources – Labor & Employee Relations (1/2)

2014 Average = 2.95



Scores for OHR Labor & Employee Relations were largely unchanged from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-Labor & Employee Relations (2/2)

- **18 individual comments**
 - 50% negative
 - 28% positive
 - 22% neutral/suggestive
- **Themes**
 - Positive reactions for Labor & Employee Relations staff, negative reactions to the negotiation process
 - Managers would like to be kept in the loop regarding labor relations more

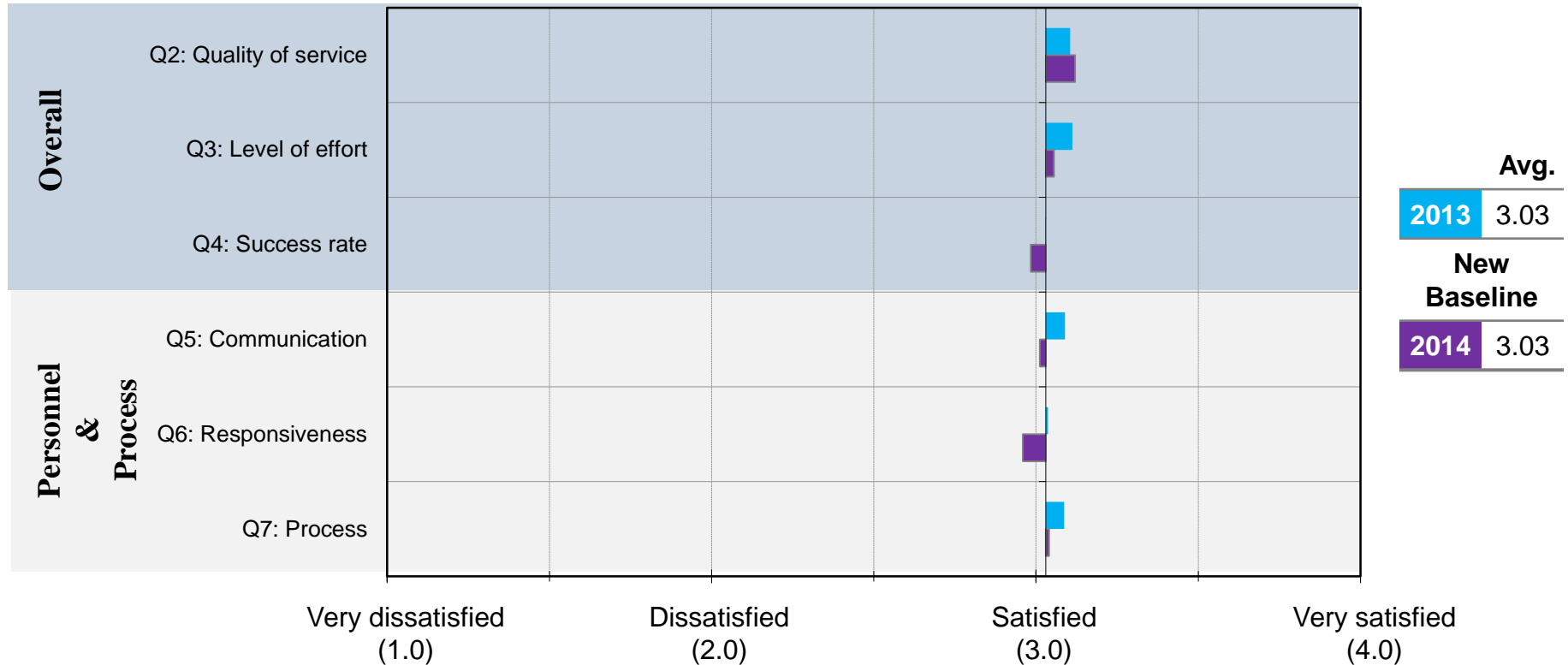
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OHR	3.6
MCFRS	3.3
CEC (CFW, OCP, RSC, UD)	3.2
DOCR	3.2
DLC	3.1
DTS	3.1
DHCA	3.0
CEX	3.0
DEP	2.9
MCPD	2.9
LIB	2.9
DOT	2.9
OCA	2.9
FIN	2.8
HHS	2.8
CC (County Council)	2.8
DGS	2.7
DPS	2.7
REC	2.6
OMB	2.5
Average Rating	2.9

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP, OEMHS, PIO



Departmental Analysis: Human Resources – Occupational Medical Services (1/2)

2014 Average = 3.03



Scores for OHR Occupational Medical Services were largely unchanged from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-Occupational Medical Services (2/2)

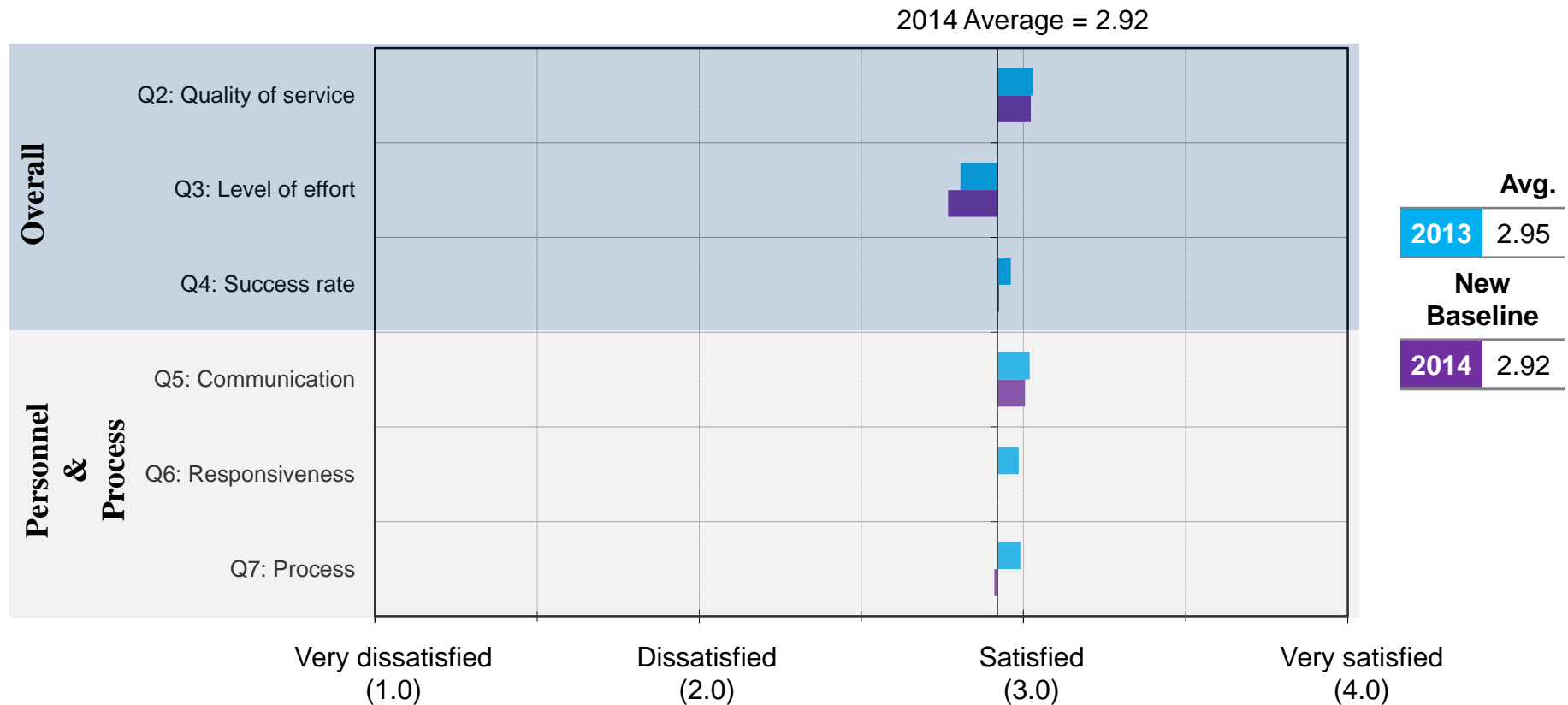
- **26 individual comments**
 - 54% negative
 - 38% positive
 - 8% neutral/suggestive
- **Themes**
 - Some improvements have been noticed by survey respondents, but others still see a lack of responsiveness from OMS

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
CC (County Council)	4.0
OHR	3.7
MCFRS	3.5
CEC (CFW, OCP, RSC, UD)	3.2
OCA	3.2
FIN	3.1
DTS	3.1
DLC	3.1
OMB	3.1
CEX	3.0
DHCA	3.0
DPS	3.0
DOCR	2.9
DGS	2.9
DOT	2.9
LIB	2.8
HHS	2.8
REC	2.8
MCPD	2.8
DEP	2.7
Average Rating	3.0

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Human Resources – Recruitment & Selection (1/2)



Scores for OHR Recruitment & Selection were largely unchanged from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-Recruitment & Selection (2/2)

- **46 individual comments**
 - 61% negative
 - 33% positive
 - 7% neutral/suggestive
- **Themes**
 - Hiring process takes too long
 - Departments would like more assistance in the hiring process such as a guide/FAQ or a sample advertisement that can be used
 - Poor screening of initial applications for minimum qualifications

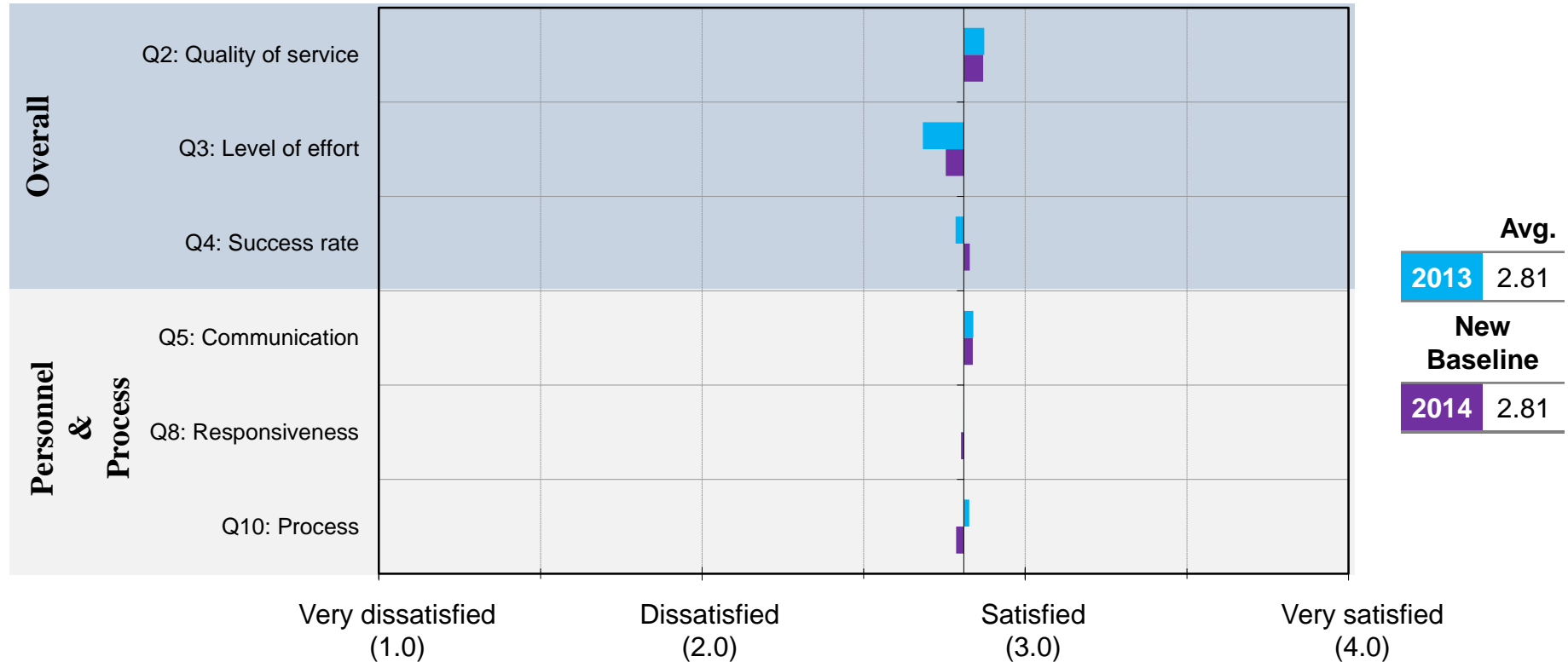
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OHR	3.8
OMB	3.6
FIN	3.6
MCFRS	3.4
CEC (CFW, OCP, RSC, UD)	3.3
DEP	3.2
DTS	3.1
REC	3.1
CEX	3.1
DHCA	3.0
DOT	2.9
DGS	2.9
DOCR	2.9
MCPD	2.8
HHS	2.7
DLC	2.6
OCA	2.5
DPS	2.3
LIB	2.2
CC (County Council)	2.1
Average Rating	2.9

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Human Resources – Classification & Compensation (1/2)

2014 Average = 2.81



Scores for OHR Classification & Compensation were largely unchanged from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-Classification & Compensation (2/2)

- **23 individual comments**
 - 48% negative
 - 35% positive
 - 17% neutral/suggestive
- **Themes**
 - Improvements in responses from division needed
 - Overall classification and compensation system used by the County should be reexamined to better compete with the private sector

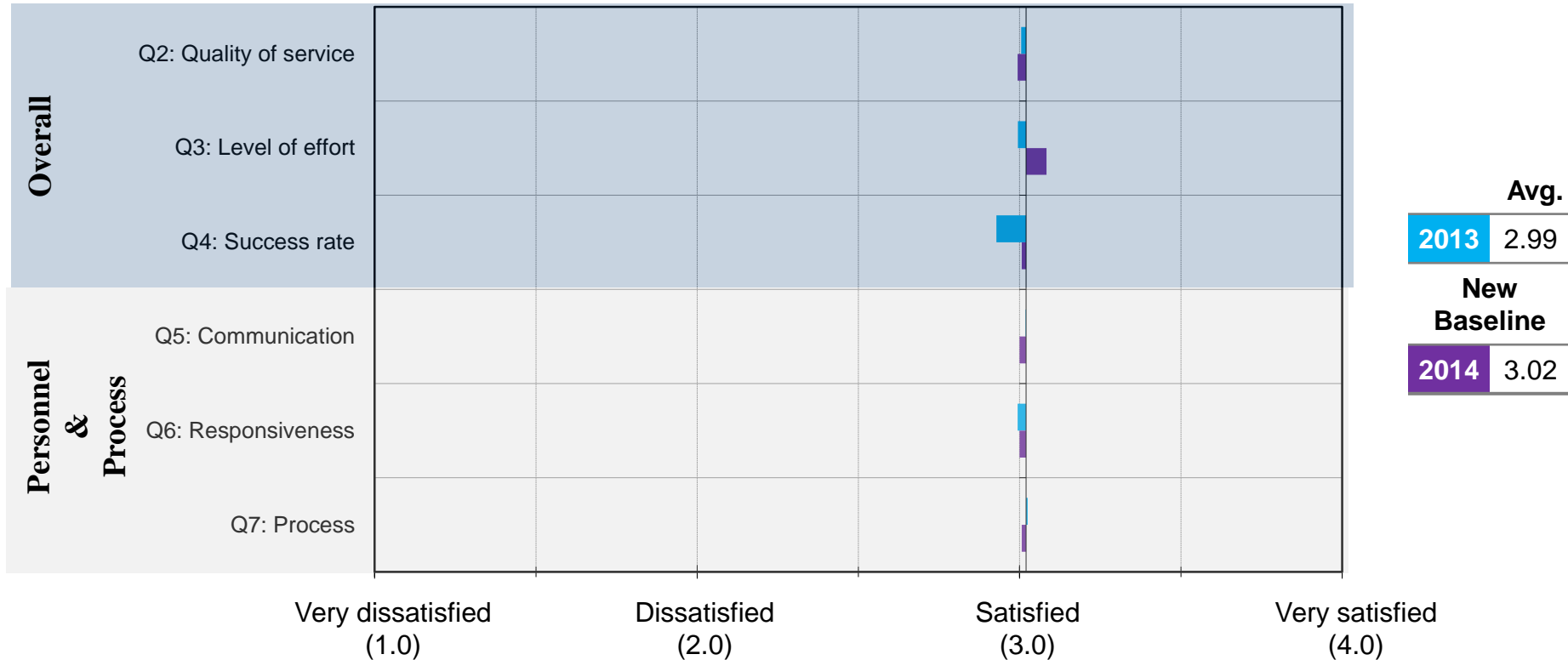
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OHR	3.5
CEX	3.4
DEP	3.3
MCFRS	3.2
DHCA	3.1
FIN	3.0
DOCR	2.9
OCA	2.9
MCPD	2.8
DTS	2.8
DLC	2.8
HHS	2.8
LIB	2.7
REC	2.7
DGS	2.6
DOT	2.6
DPS	2.5
OMB	2.4
CC (County Council)	2.2
CEC (CFW, OCP, RSC, UD)	2.2
Average Rating	2.8

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: Human Resources – Change Management & Organizational Development (1/2)

2014 Average = 3.02



Scores for OHR Change Management & Organizational Development were largely unchanged from 2013 to 2014. Beginning with the 2015 survey, this division will be broken out into “Training & Organizational Development” and “Change Management.”



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: HR-Change Management & Org. Development (2/2)

- **13 individual comments**
 - 62% negative
 - 31% positive
 - 8% neutral/suggestive
- **Themes**
 - More training and support for Oracle modules needed for departments

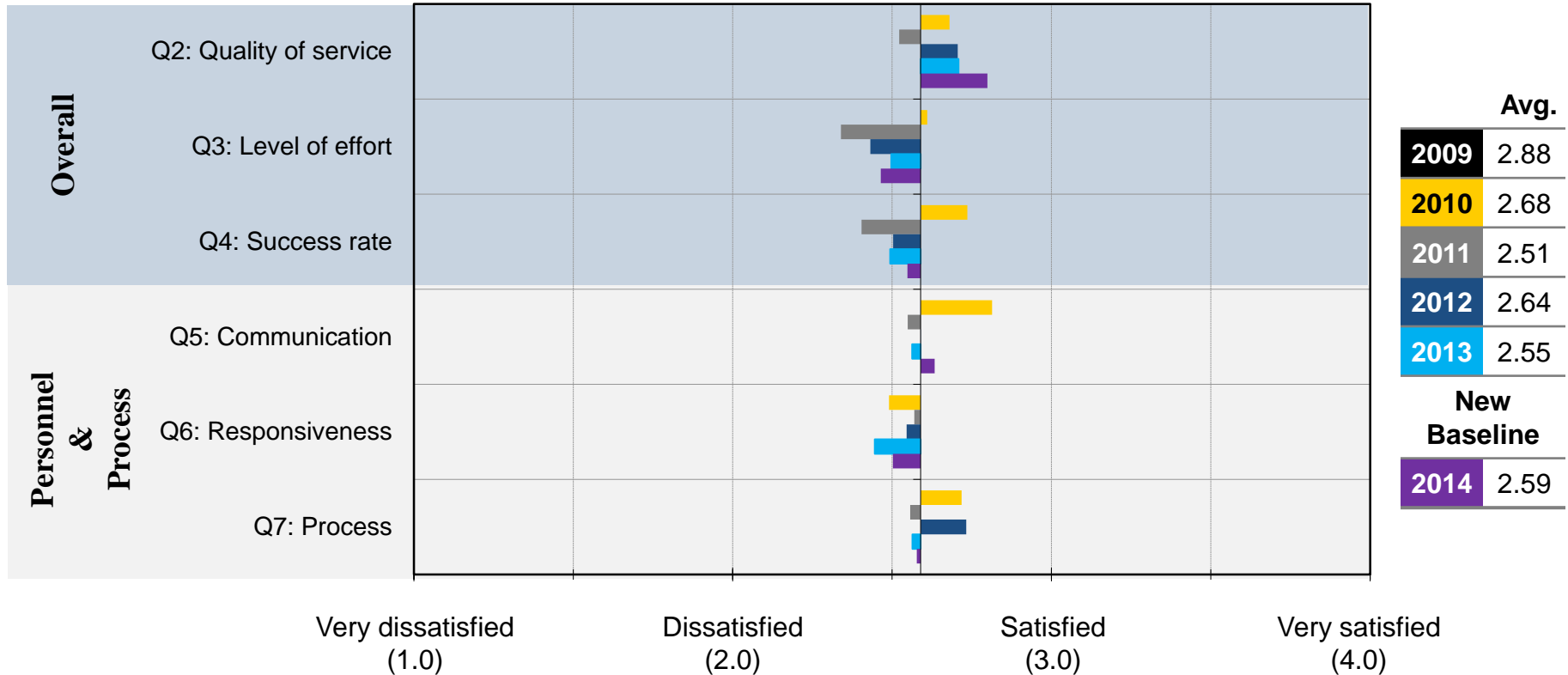
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OHR	3.8
OMB	3.7
CEX	3.6
FIN	3.3
MCFRS	3.2
DOT	3.1
DLC	3.1
DHCA	3.1
DTS	3.0
DEP	3.0
REC	3.0
OCA	2.9
DOCR	2.9
HHS	2.9
MCPD	2.8
LIB	2.8
DPS	2.7
DGS	2.7
CC (County Council)	2.3
CEC (CFW, OCP, RSC, UD)	2.0
Average Rating	3.0

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP, OEMHS, PIO



Departmental Analysis: DGS - Building Services (1/2)

2014 Average = 2.59



There were no significant changes in scores for Building Services between 2013 and 2014. Building Services received the lowest average score of all 19 service areas for 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: DGS - Building Services (2/2)

■ 58 individual comments

- 60% negative
- 19% positive
- 21% neutral/suggestive

■ Themes

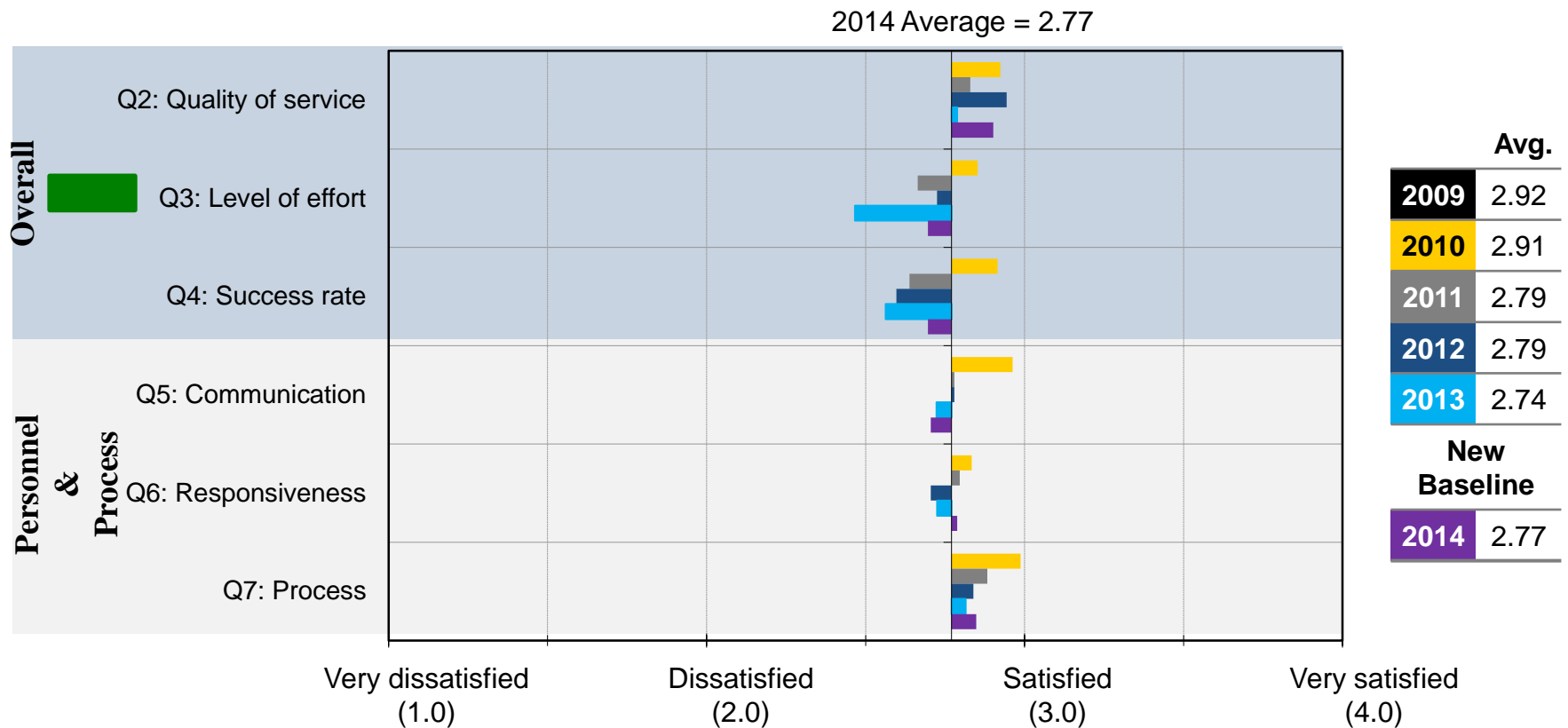
- Poor response for maintenance issues. Requests typically require multiple follow-up contacts with DGS.
- Neutral comments related to the desire to have more funding of facility improvements in the County budget. Survey respondents felt the County's facilities need to be better maintained through preventative maintenance.
- The uncomfortable temperature at Public Safety Headquarters was noted by three respondents.

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DGS	3.1
OCA	3.1
FIN	3.1
CEX	3.1
OHR	2.9
DTS	2.8
DHCA	2.7
DEP	2.7
HHS	2.7
DOCR	2.5
MCFRS	2.4
DPS	2.4
OMB	2.4
DOT	2.4
CC (County Council)	2.3
CEC (CFW, OCP, RSC, UD)	2.2
LIB	2.2
DLC	2.0
REC	2.0
MCPD	2.0
Average Rating	2.6

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: DGS – Capital Development Needs (1/2)



DGS Capital Development Needs saw a statistically significant improvement for the level of effort exerted by departments to utilize the divisions' services from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: DGS – Cap. Development Needs (2/2)

- **15 individual comments**
 - 60% negative
 - 20% positive
 - 20% neutral/suggestive
- **Themes**
 - Need for better communication from this division

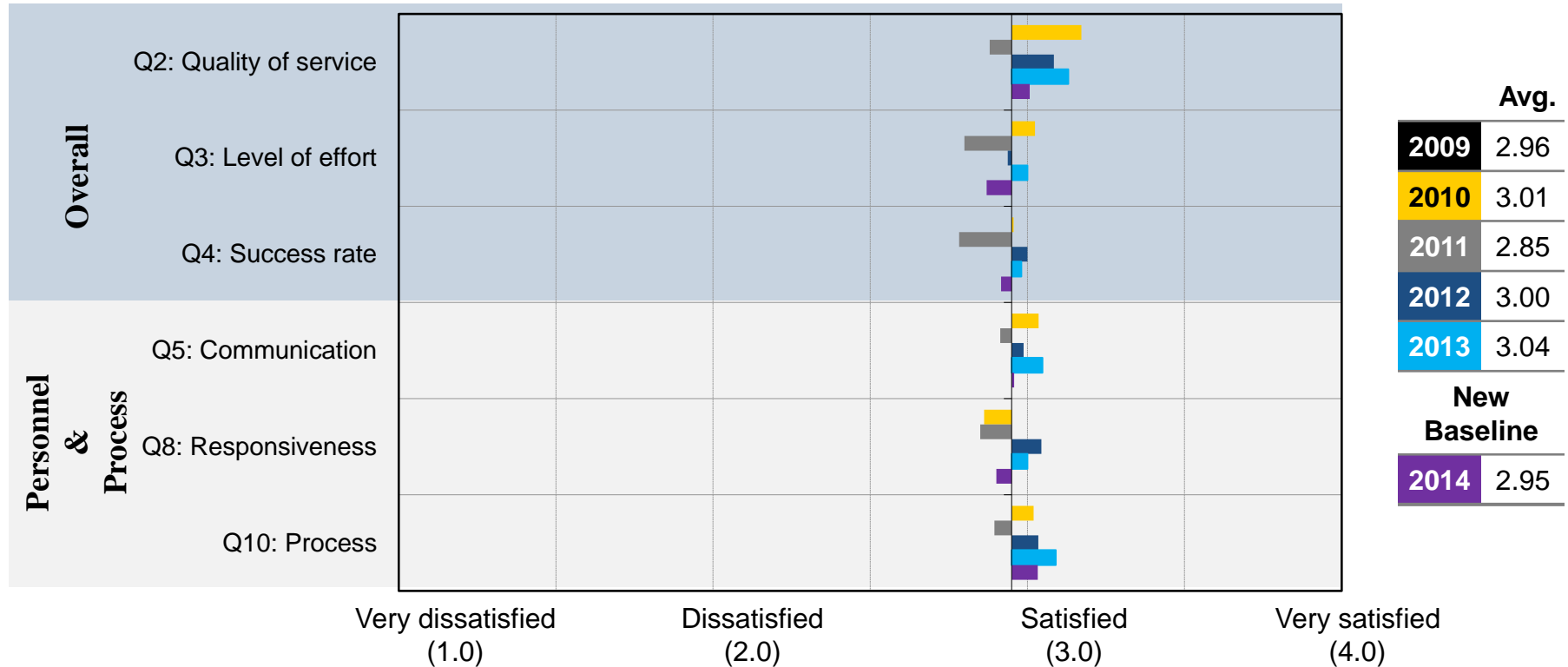
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DGS	3.4
OHR	3.4
CEX	3.4
FIN	3.2
CC (County Council)	3.1
DEP	3.0
DHCA	3.0
OCA	3.0
MCFRS	2.9
DOT	2.8
HHS	2.8
DPS	2.8
CEC (CFW, OCP, RSC, UD)	2.7
REC	2.7
DOCR	2.7
DTS	2.7
DLC	2.4
LIB	2.4
MCPD	2.2
OMB	2.1
Average Rating	2.8

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: DGS – Fleet Services (1/2)

2014 Average = 2.95



DGS Fleet Services had no major changes in its scores from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: DGS – Fleet Services (2/2)

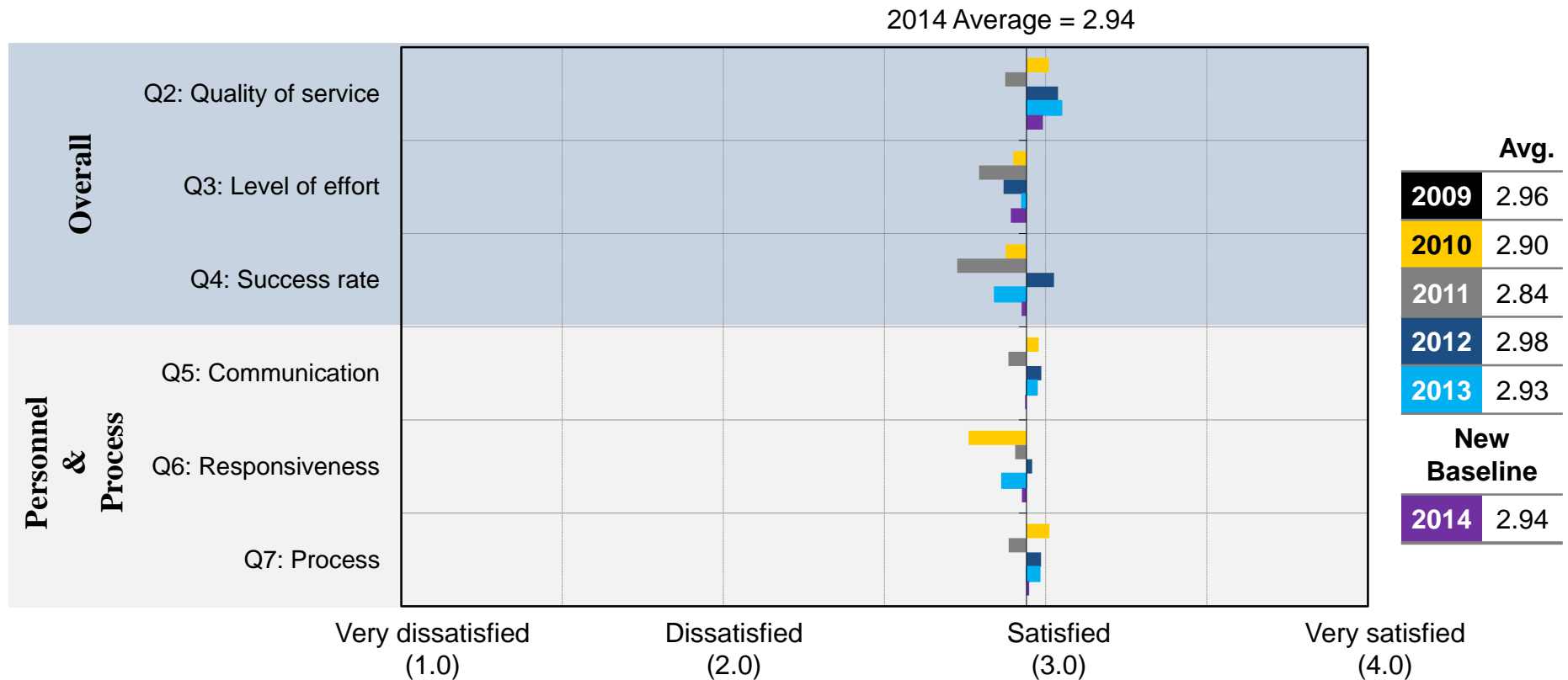
- **15 individual comments**
 - 40% negative
 - 53% positive
 - 7% neutral/suggestive
- **Themes**
 - Fleet Management Services is responsive
 - Age of the fleet is a concern

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OHR	3.5
DGS	3.5
CEX	3.1
MCFRS	3.1
DOCR	3.1
DEP	3.0
OCA	3.0
HHS	3.0
LIB	2.9
DTS	2.9
DHCA	2.9
FIN	2.8
OMB	2.8
DOT	2.7
DPS	2.7
MCPD	2.7
REC	2.7
DLC	2.2
CC (County Council)	No Rating
CEC (CFW, OCP, RSC, UD)	No Rating
Average Rating	2.9

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: DGS – Leased Space Needs (1/2)



DGS Leased Space Needs had no major changes in its scores from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: DGS – Leased Space Needs (2/2)

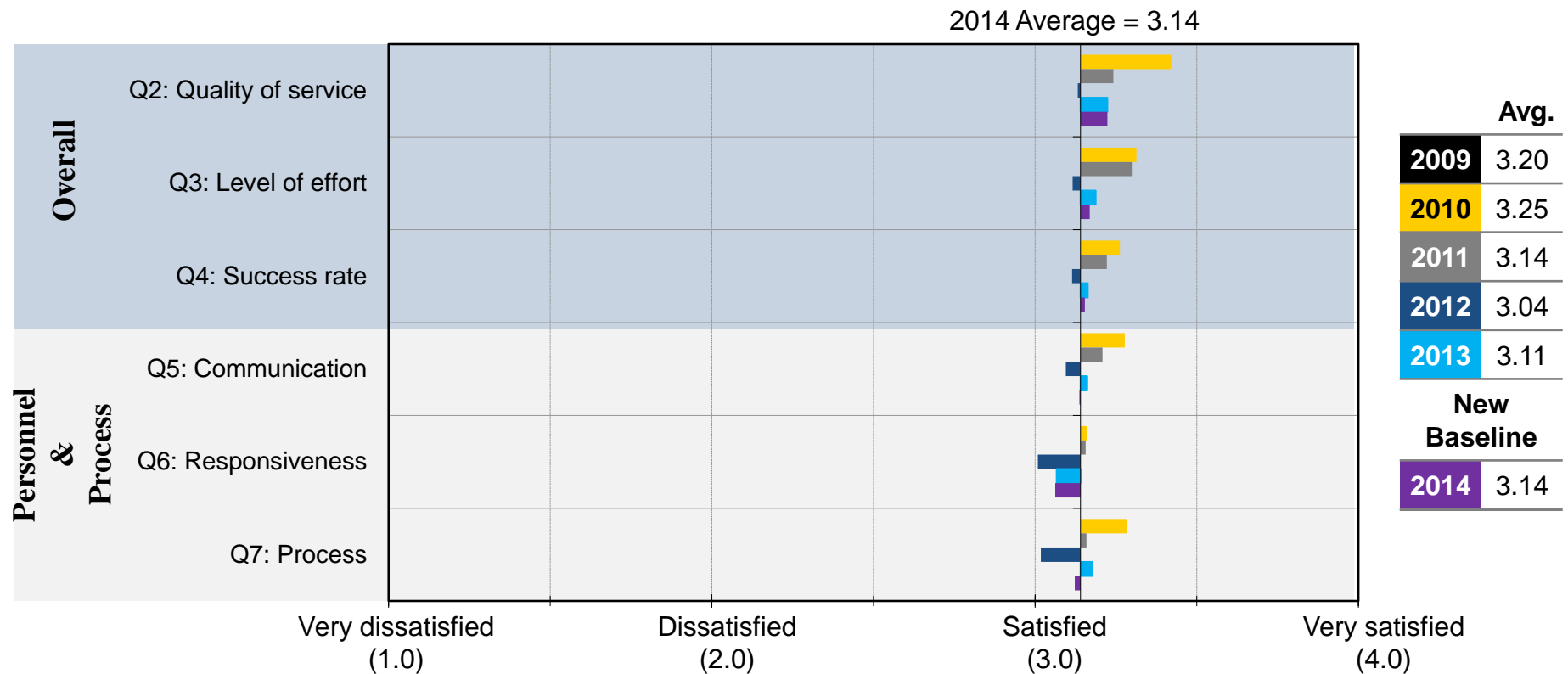
- **14 individual comments**
 - 36% negative
 - 36% positive
 - 28% neutral/suggestive
- **Themes**
 - Lack of responsiveness
 - Need for improved maintenance of spaces

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DGS	3.4
OCA	3.3
DOT	3.3
OHR	3.1
LIB	3.1
REC	3.0
HHS	3.0
CEC (CFW, OCP, RSC, UD)	3.0
DHCA	3.0
FIN	3.0
DOCR	2.9
MCFRS	2.8
MCPD	2.8
DTS	2.8
CEX	2.7
OMB	2.7
DLC	2.3
DEP	2.2
DPS	2.0
CC (County Council)	No Rating
Average Rating	2.9

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP, OEMHS, PIO



Departmental Analysis: DGS – Print / Mail / Archives (1/2)



DGS Print/Mail/Archives had no major changes in its scores from 2013 to 2014.
This was DGS's highest scoring division.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: DGS – Print / Mail / Archives (2/2)

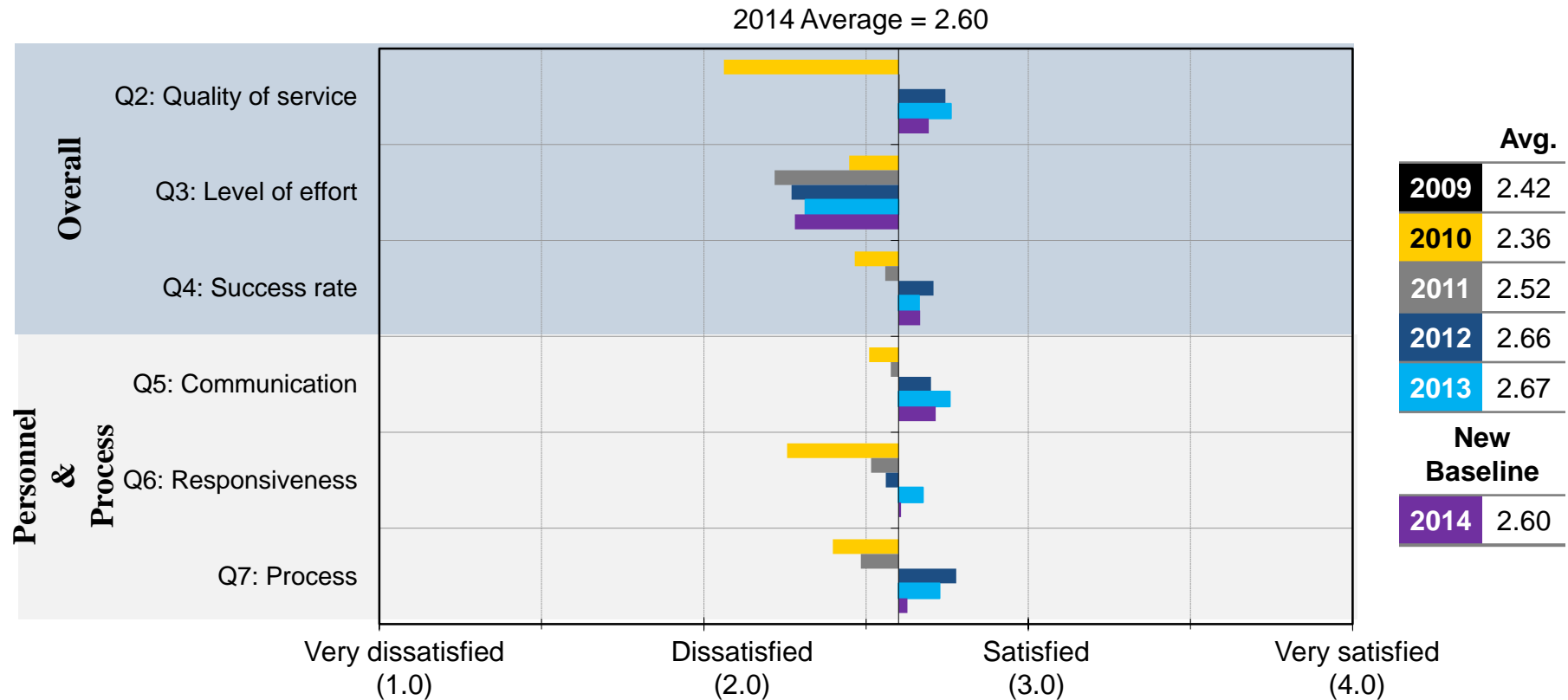
- **14 individual comments**
 - 53% negative
 - 31% positive
 - 16% neutral/suggestive
- **Themes**
 - Concerns over turnaround time and communication on projects in the Print Shop

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
CC (County Council)	3.6
OCA	3.6
OHR	3.6
DGS	3.5
MCFRS	3.5
DEP	3.4
MCPD	3.3
FIN	3.3
CEX	3.3
DHCA	3.3
DTS	3.2
DOCR	3.1
DPS	3.0
REC	3.0
DOT	3.0
HHS	3.0
CEC (CFW, OCP, RSC, UD)	2.7
LIB	2.6
OMB	2.6
DLC	2.0
Average Rating	3.1

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP,
OEMHS, PIO



Departmental Analysis: DGS – Procurement (1/2)



DGS Procurement had no major changes in its scores from 2013 to 2014.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Departmental Analysis: DGS – Procurement (2/2)

- **41 individual comments**
 - 64% negative
 - 24% positive
 - 12% neutral/suggestive

- **Themes**
 - Slow turnaround times
 - Need for better cooperation with the department making the procurement request

<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DEP	3.5
DGS	3.2
REC	3.2
OMB	2.9
DHCA	2.8
MCFRS	2.8
FIN	2.8
DPS	2.6
LIB	2.6
OHR	2.5
HHS	2.5
CEX	2.5
MCPD	2.5
DOT	2.4
OCA	2.4
DOCR	2.4
DLC	2.3
DTS	2.2
CC (County Council)	1.9
CEC (CFW, OCP, RSC, UD)	1.6
Average Rating	2.6

*Excludes the following depts. due to 3 or less respondents:
BOE, CUPF, DED, ECM, HRC, IGR, MCERP, OCP, OEMHS, PIO



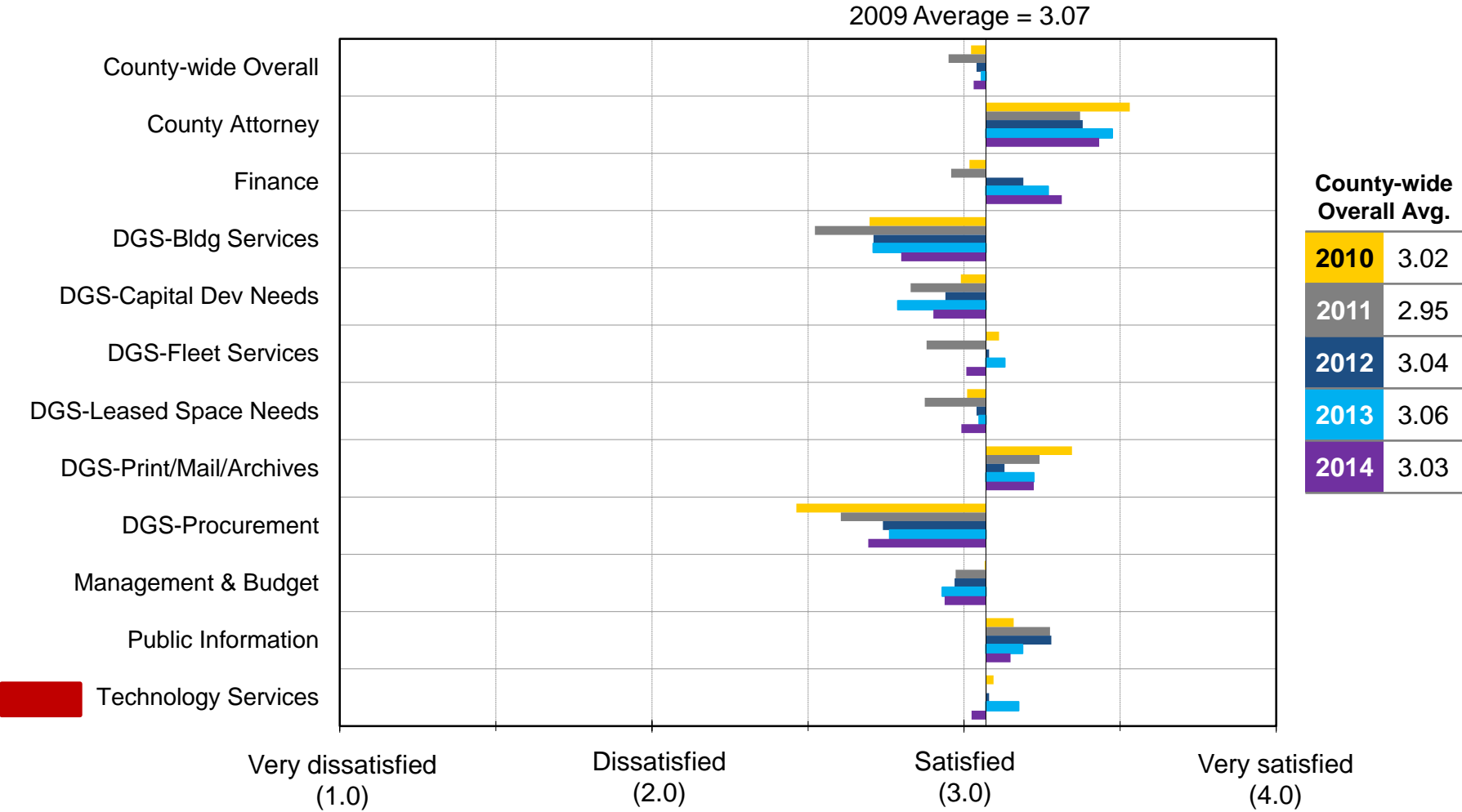
Agenda

- Welcome and Introductions
- Meeting Goals
- Follow-up Items from 2013 Survey
- Survey Methodology & Survey Questions
- Summary of Findings & Survey Response Rates
- Overview of Scores
- Quantitative & Qualitative Analysis & Discussion by Department
- **County Attorney; Finance; Management and Budget; Public Information; Technology Services; Human Resources; General**
- **Quantitative Data Analysis by Question**
 - Quality of Service; Level of Effort; Success Rate; Communication; Responsiveness; Process
- **Services**
- Wrap up



Quantitative Data Analysis: Quality of Service (1/2)

Rate your satisfaction with the overall quality of service received by the following Departments.

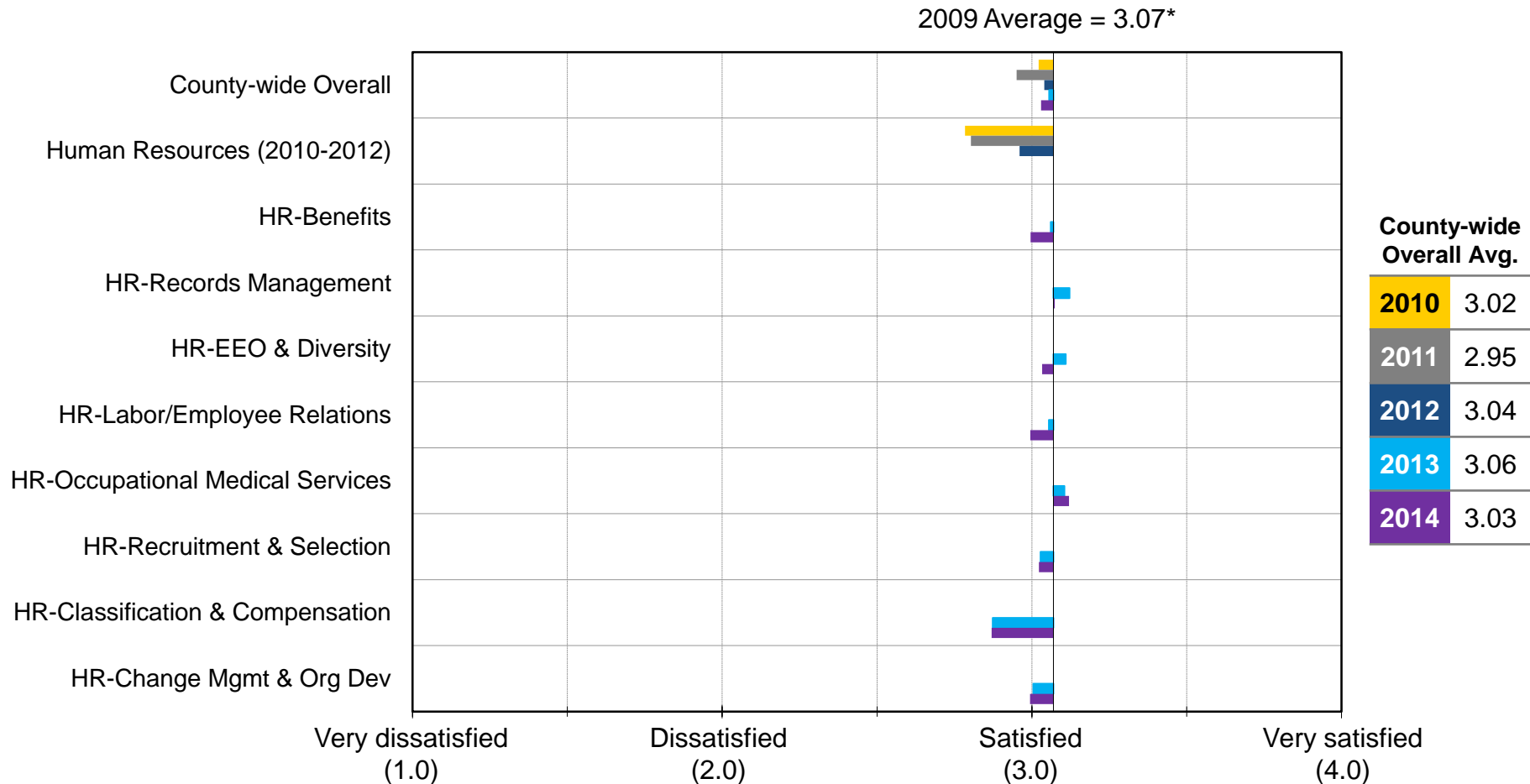


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: Quality of Service (2/2)

Rate your satisfaction with the overall quality of service received by the following Departments.

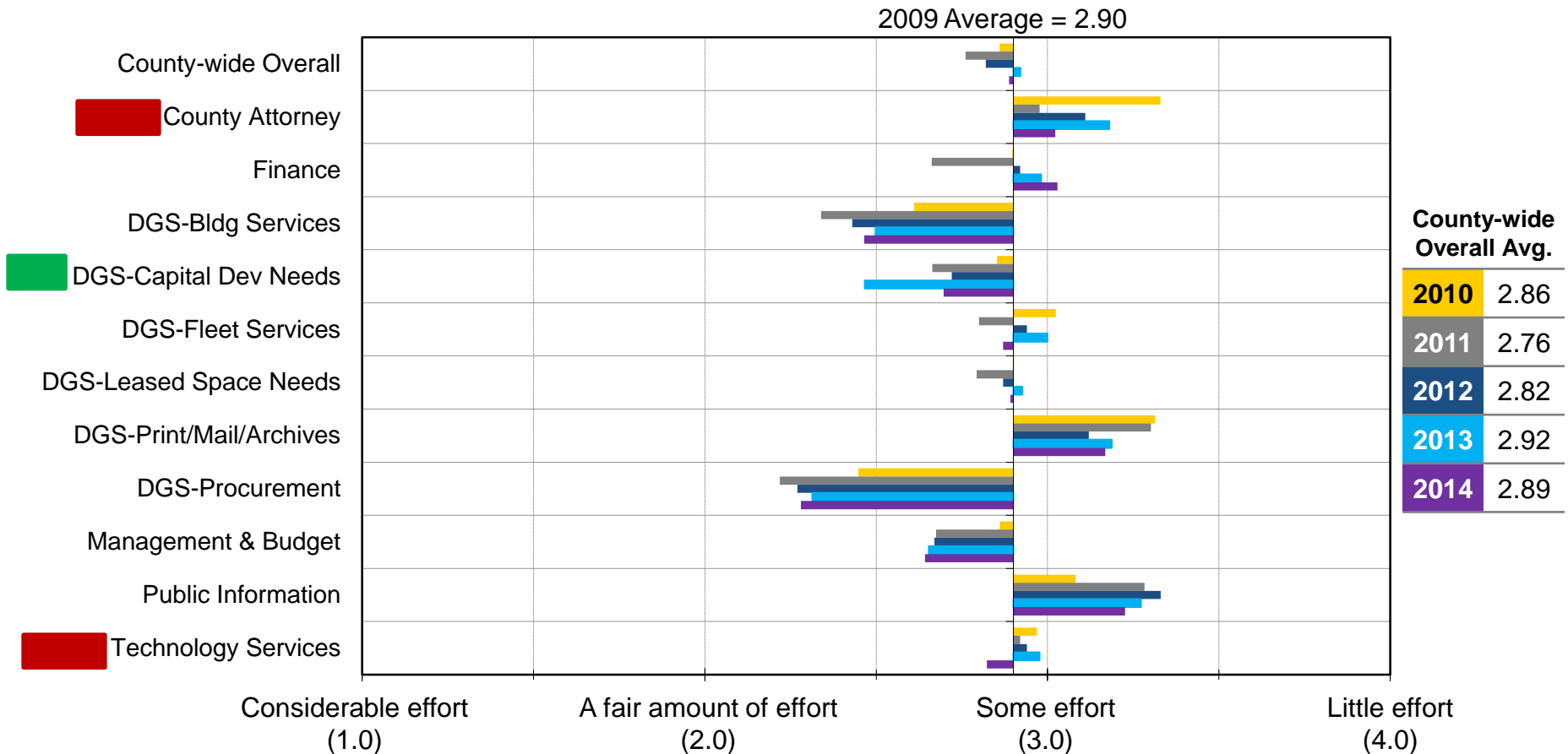


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: Level of Effort (1/2)

Rate the level of effort your Department must invest to successfully utilize the Department's service(s).

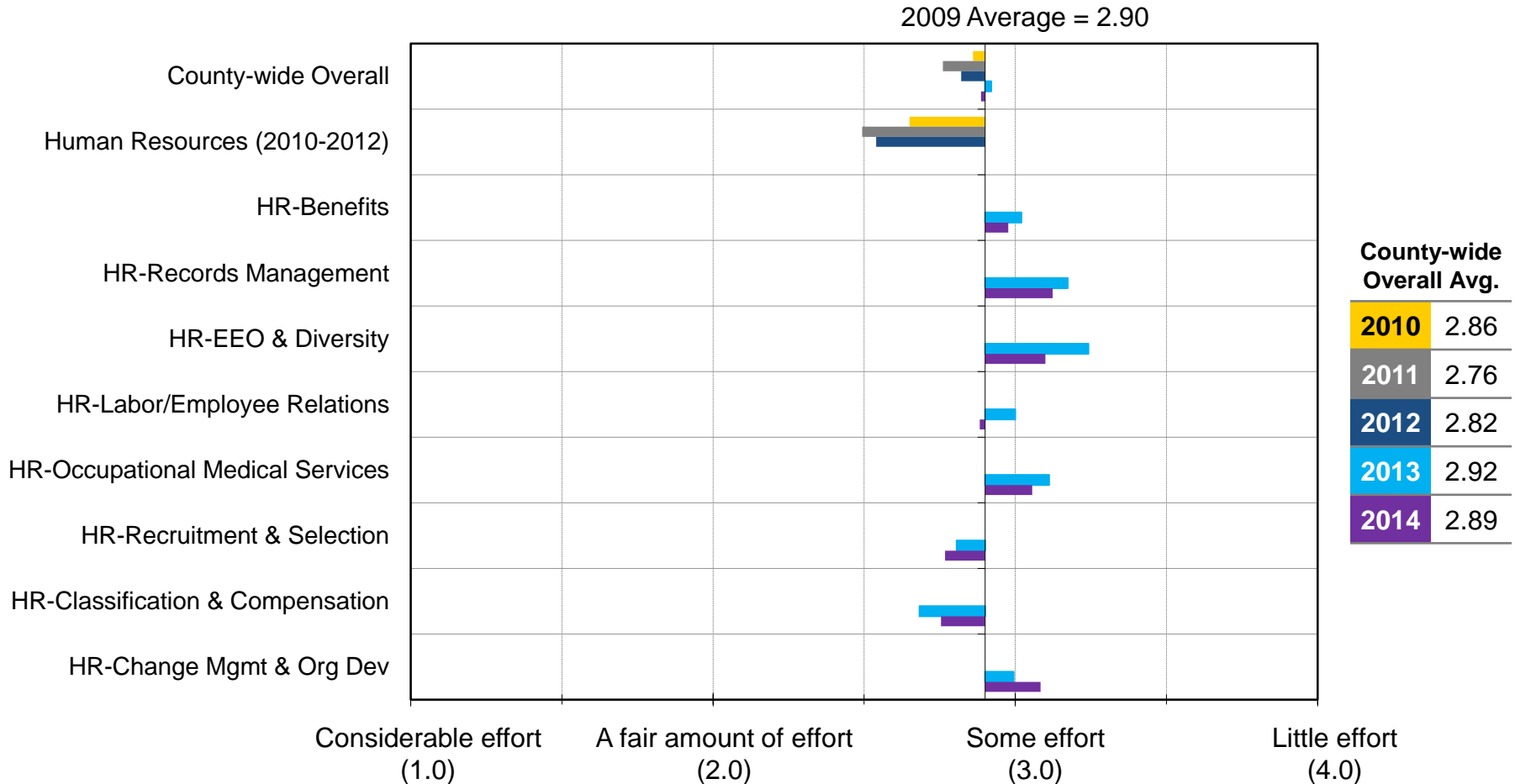


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: Level of Effort (2/2)

Rate the level of effort your Department must invest to successfully utilize the Department's service(s).

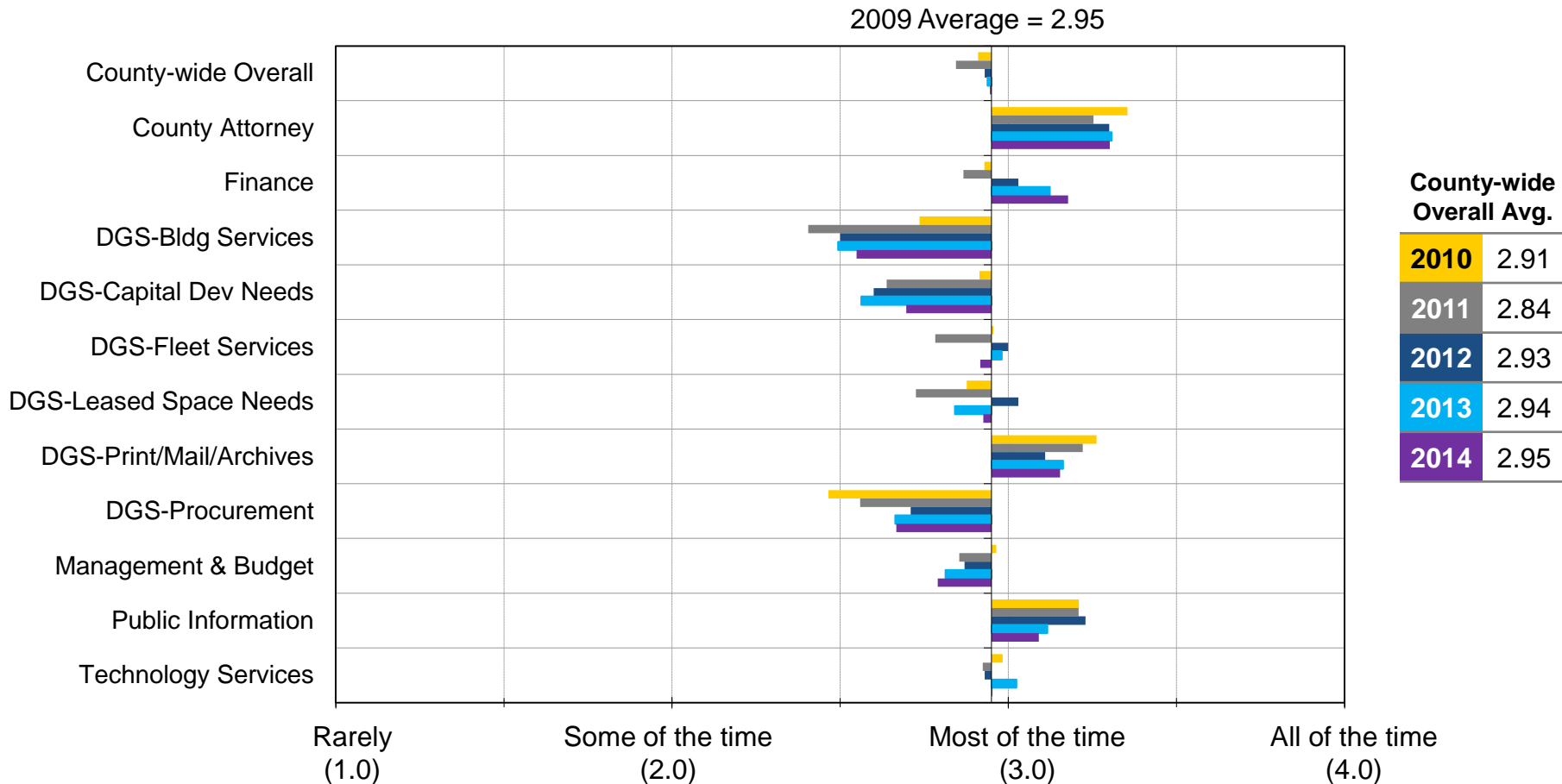


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: Success Rate (1/2)

Rate how often the following Departments successfully meet the needs and requirements of your Department.



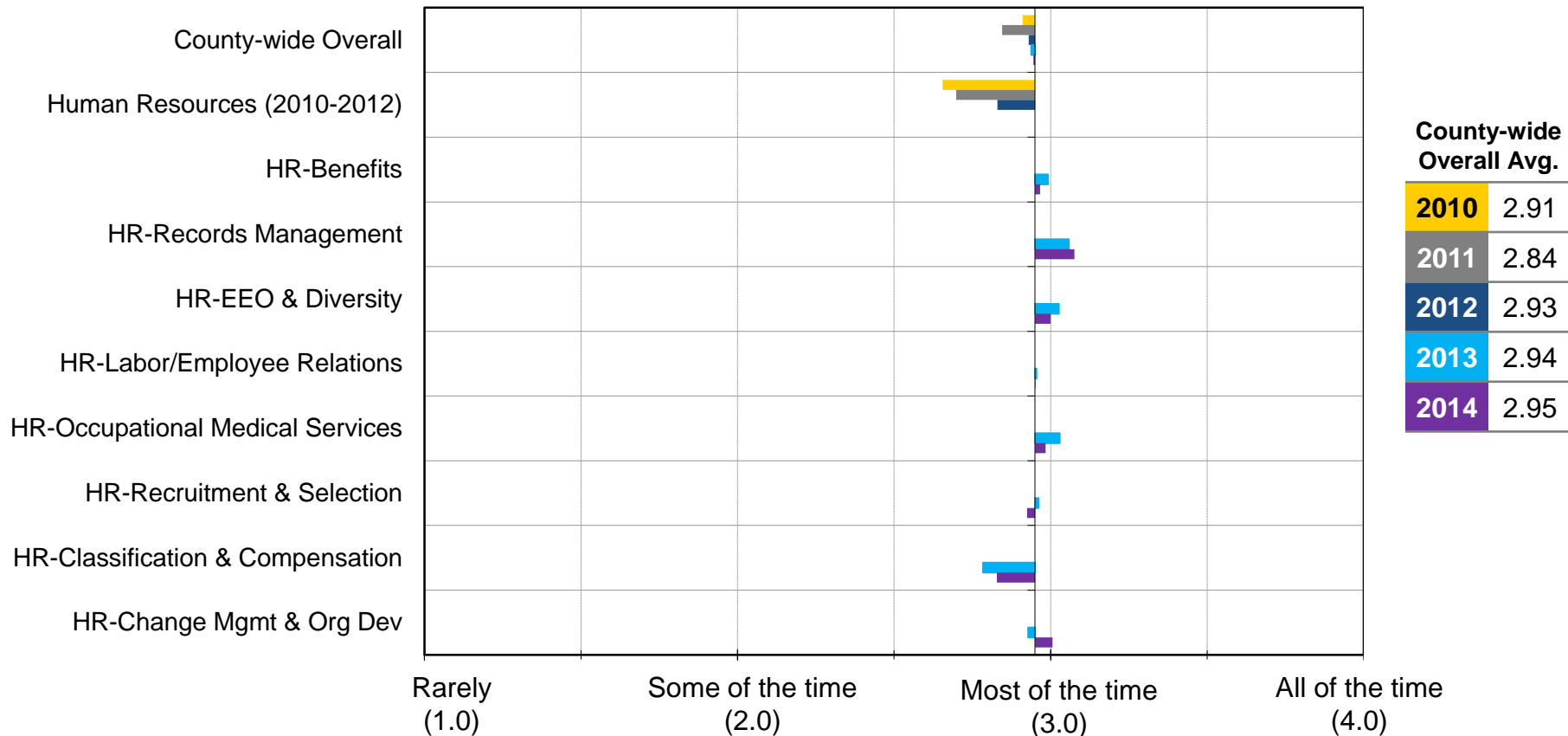
Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: Success Rate (2/2)

Rate how often the following Departments successfully meet the needs and requirements of your Department.

2009 Average = 2.95



Department showed statistically significant increase from 2013

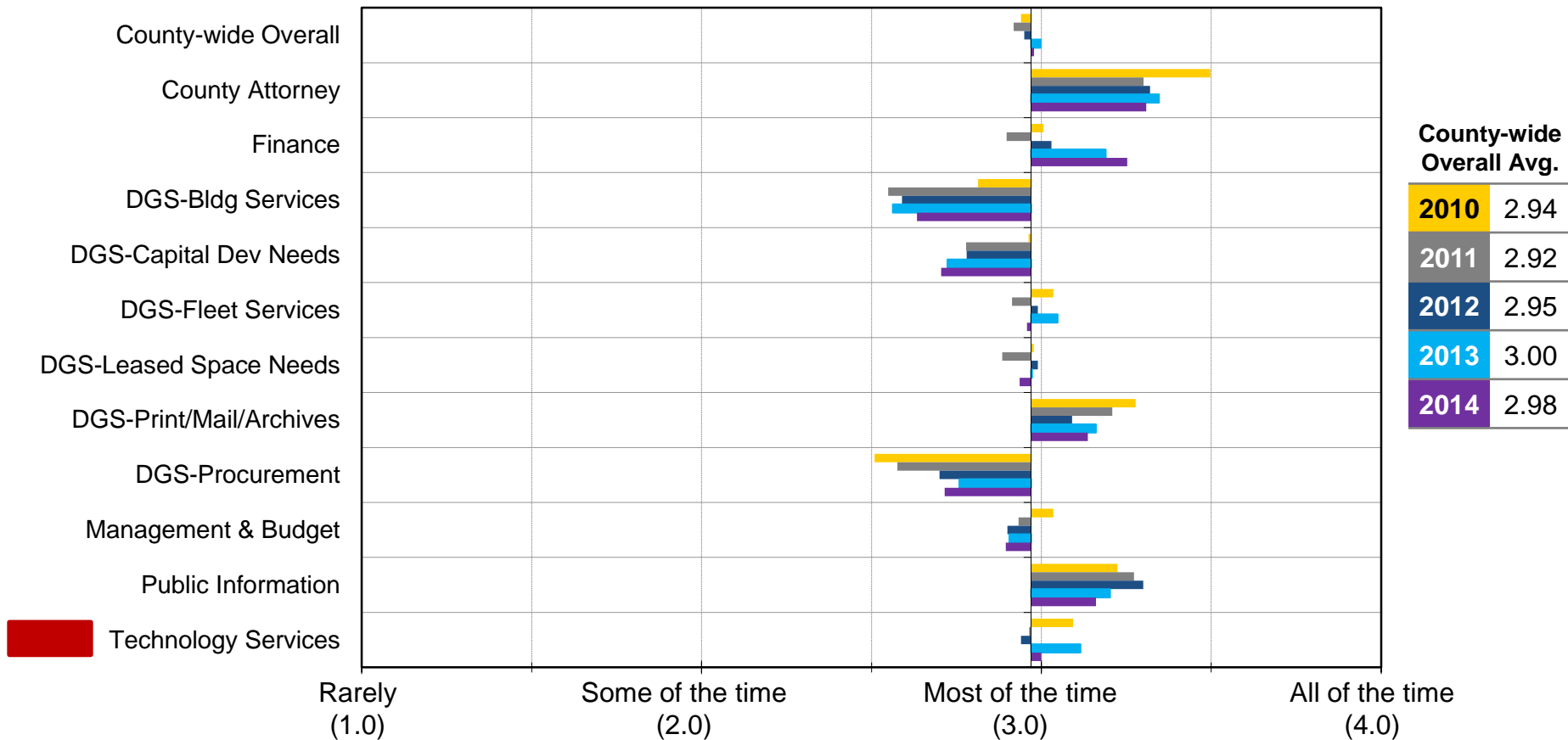


Department showed statistically significant decline from 2013

Quantitative Data Analysis: **Communication** (1/2)

Rate how often Department staff were able to explain and answer questions to your satisfaction.

2009 Average = 2.97

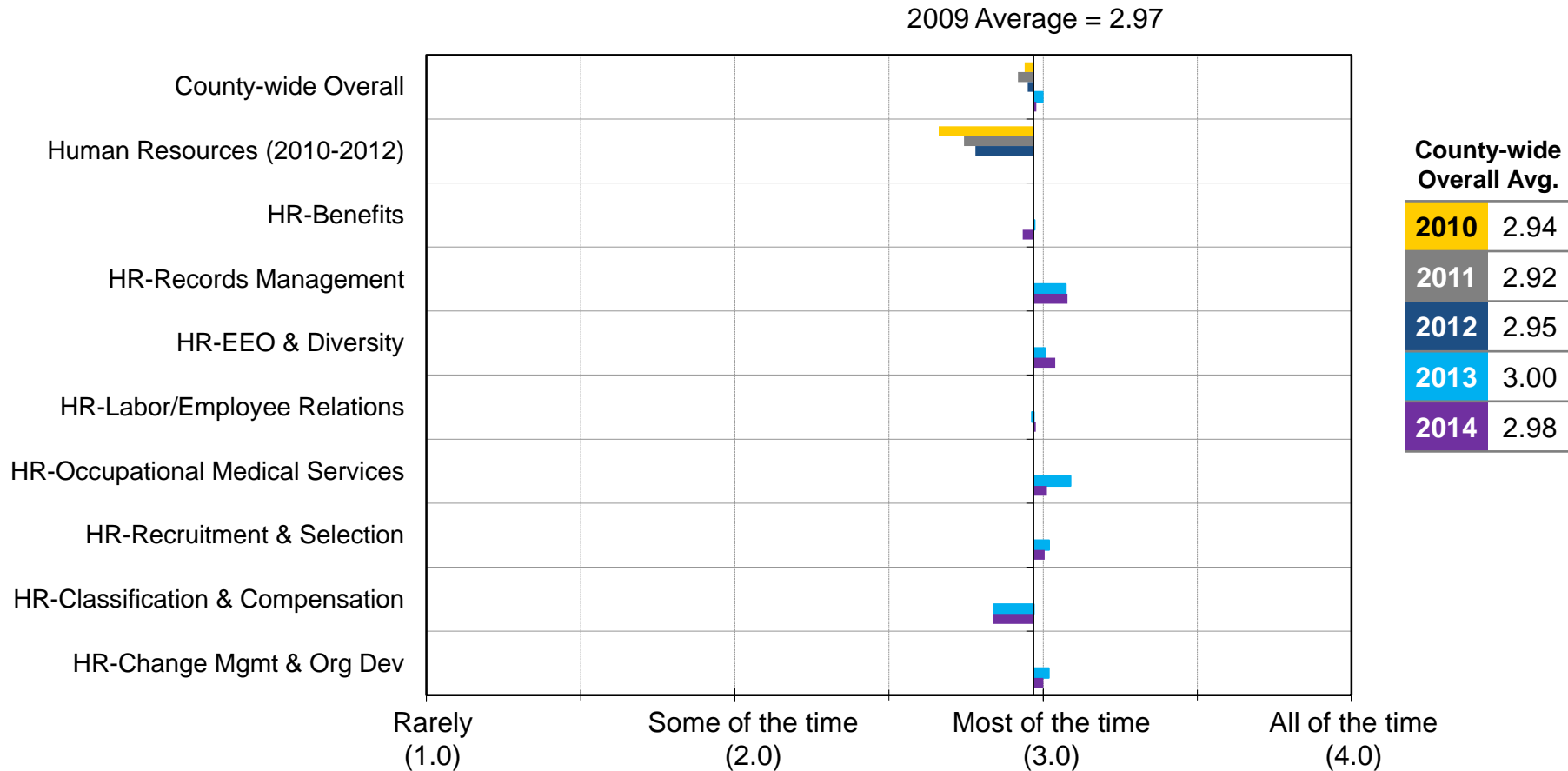


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: **Communication** (2/2)

Rate how often Department staff were able to explain and answer questions to your satisfaction.

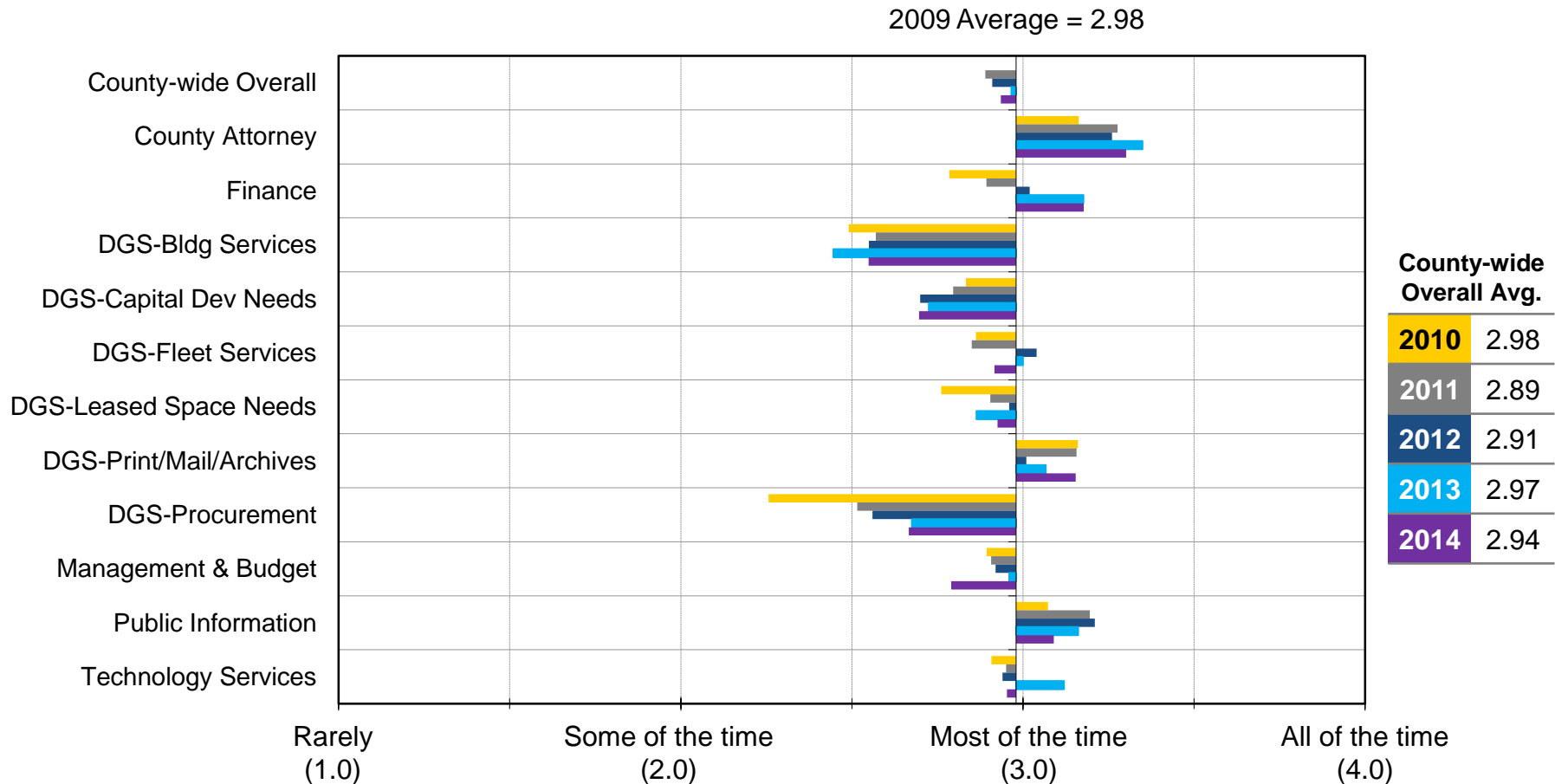


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: Responsiveness (1/2)

Rate how often you were satisfied with the responsiveness of the Department staff.

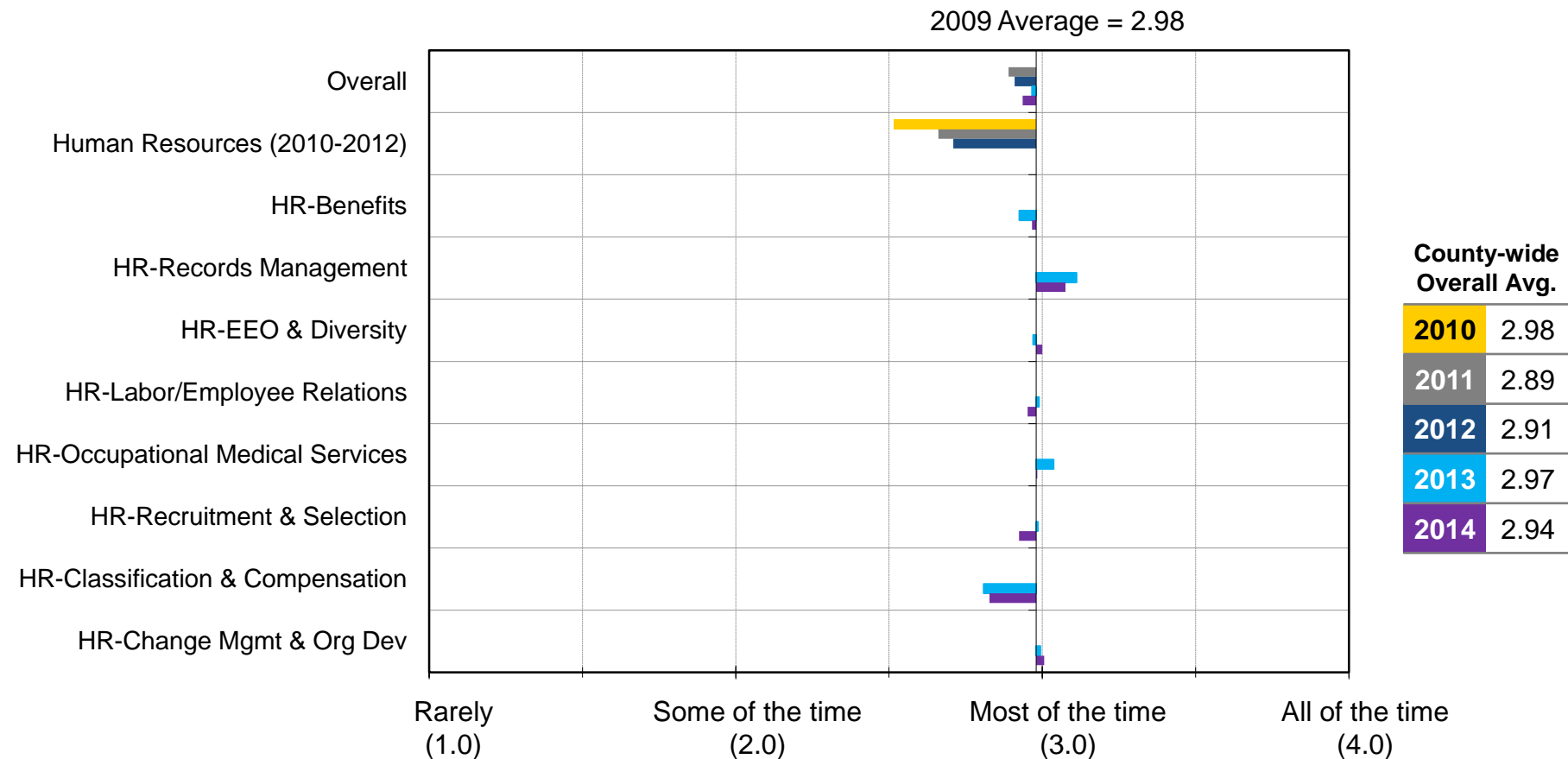


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: Responsiveness (2/2)

Rate how often you were satisfied with the responsiveness of the Department staff.

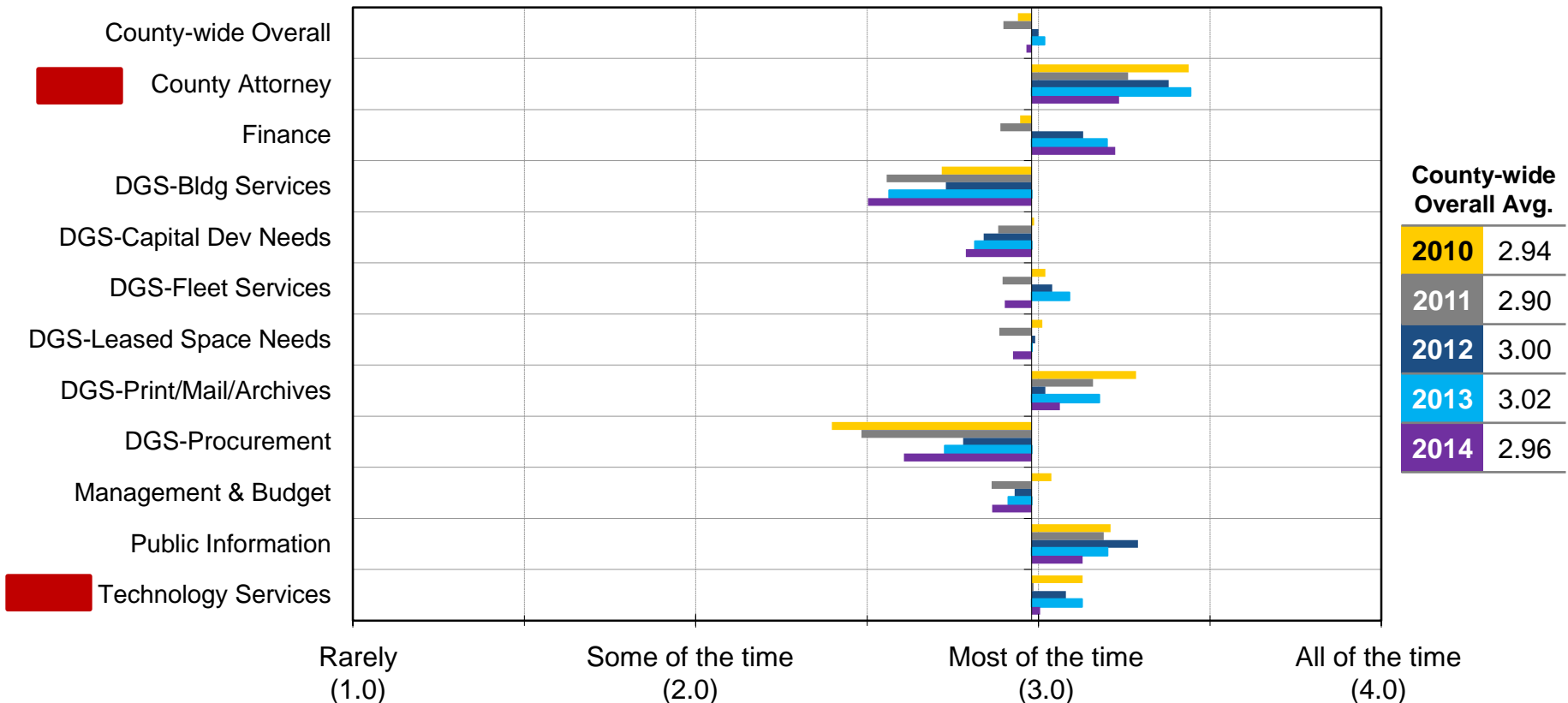


Department showed statistically significant increase from 2013 Department showed statistically significant decline from 2013

Quantitative Data Analysis: **Process** (1/2)

Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.

2009 Average = 2.98

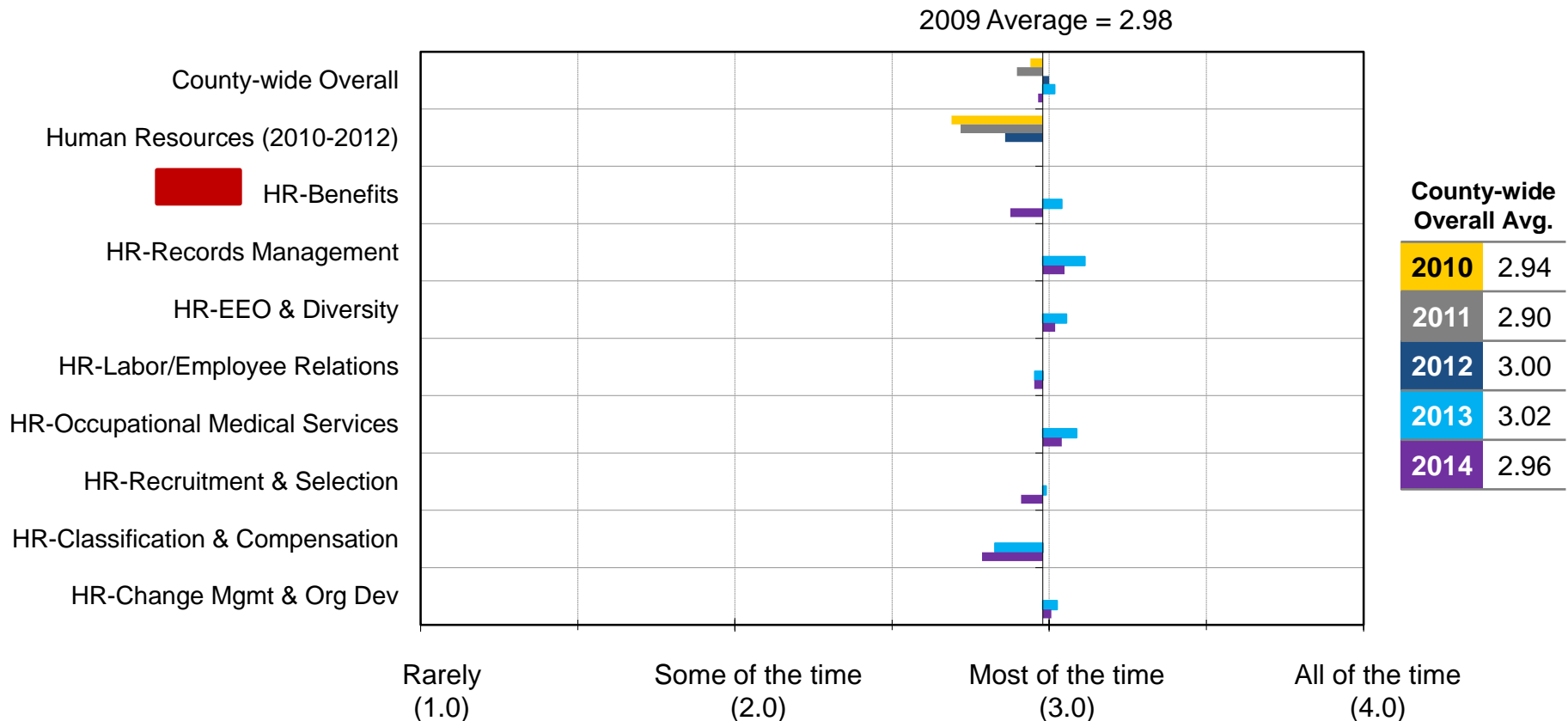


Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

Quantitative Data Analysis: **Process** (2/2)

Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.



Department showed statistically significant increase from 2013



Department showed statistically significant decline from 2013

Wrap-up

- **Confirmation of follow-up items**



Appendix

SURVEY METADATA



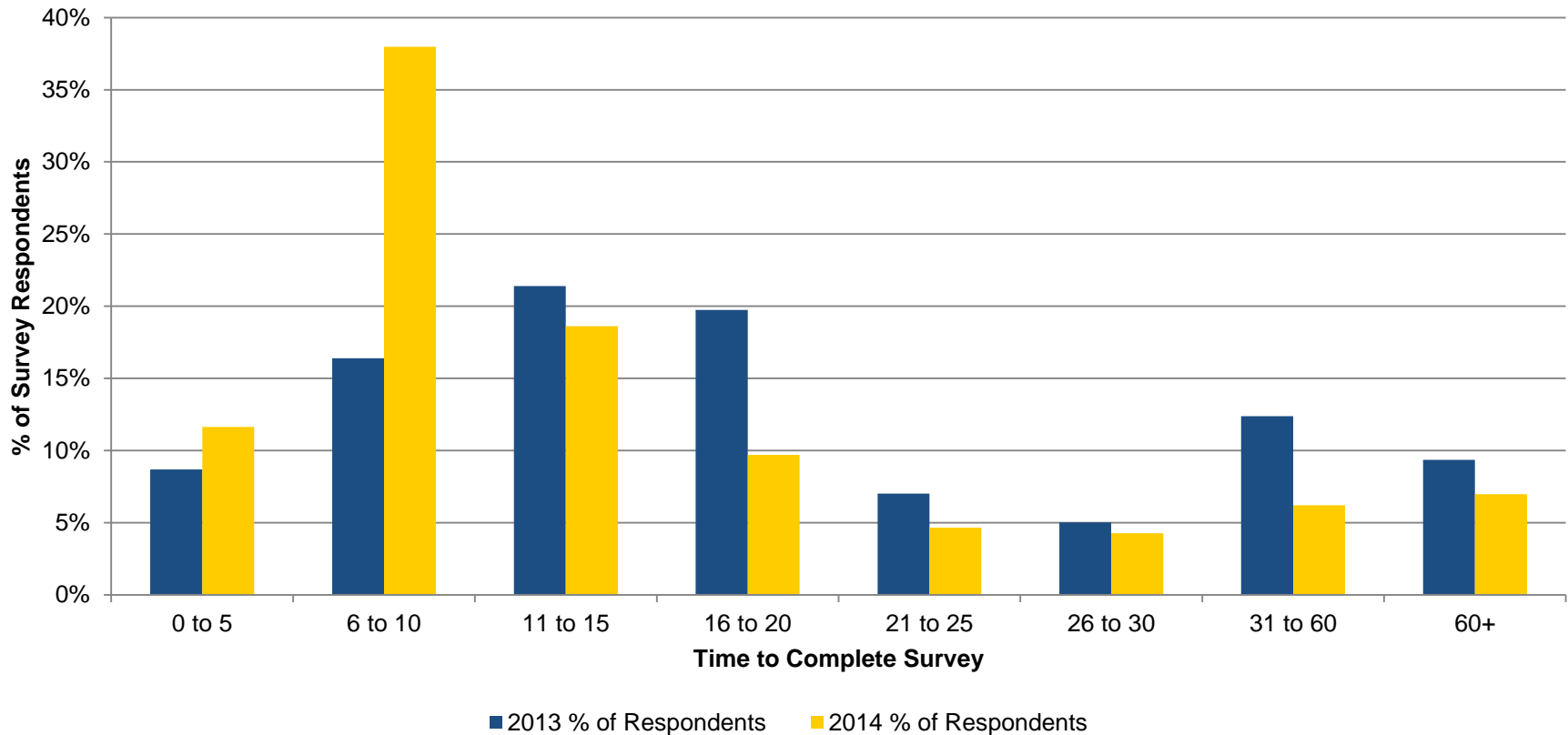
2013 vs. 2014 Survey Comparisons

	2013	2014
Number of Survey Recipients	475	495
Number of Responses	299	258
Response Rate	63%	52%
Dates Open	11/25 – 12/23	11/18 – 12/08
Number of Questions	13	6
Median Amount of Time to Complete Survey	16 minutes	11 minutes
% of Respondents Spending >30 Minutes on Survey	22%	13%

Though the number of questions was cut in half, the median time to complete the survey only dropped by 31%. The number of survey recipients taking more than a half hour to complete the survey fell by 41%.



Time to Complete Survey

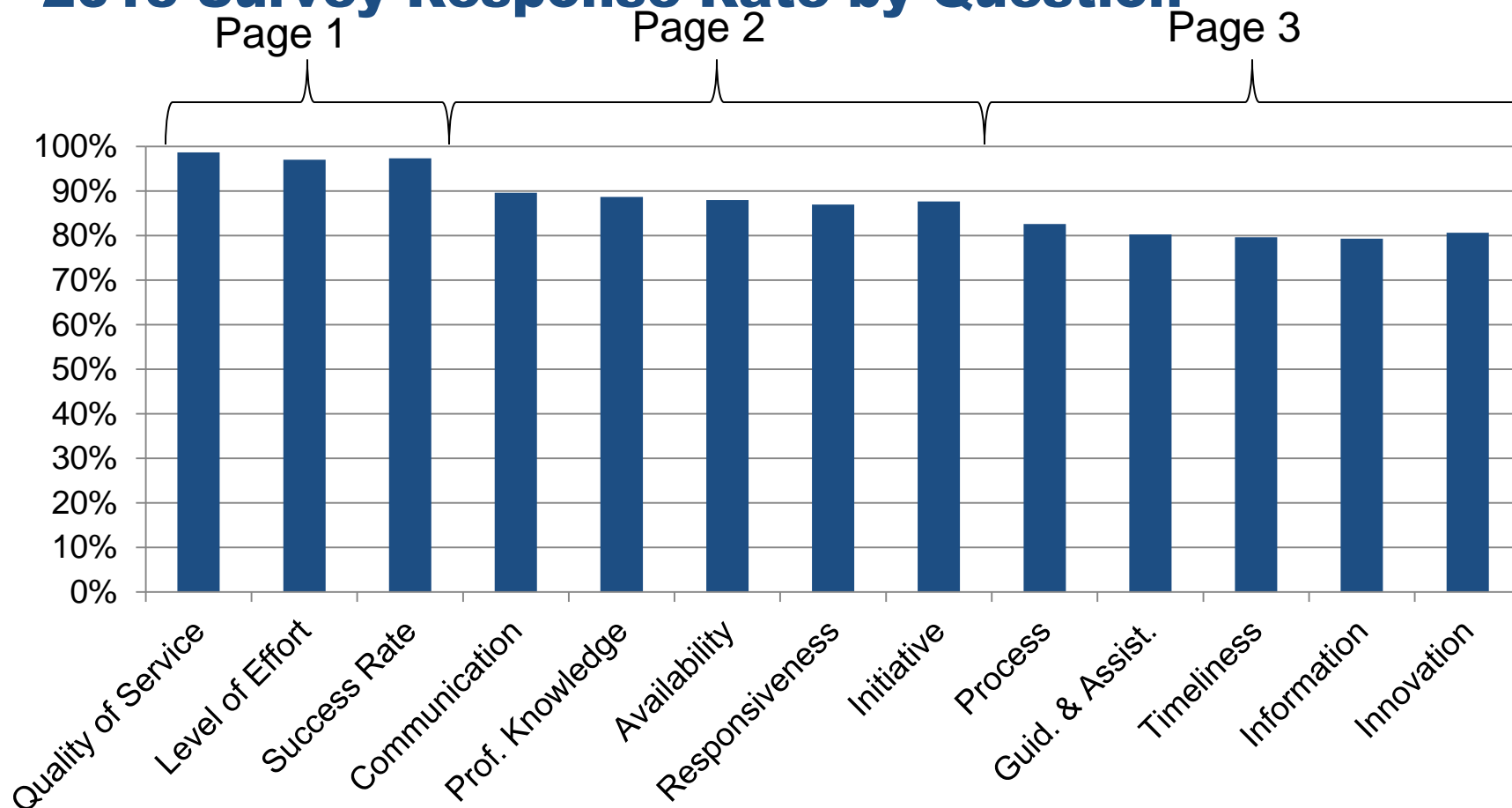


50% of 2014 survey respondents were able to finish the survey in under 11 minutes. Only 25% finished in under 11 minutes in 2013.

Note: SurveyMonkey only notes the time the survey was started to the time it was completed. If a respondent returned to the survey at a later date, the entire timeframe is captured in the data shown above.



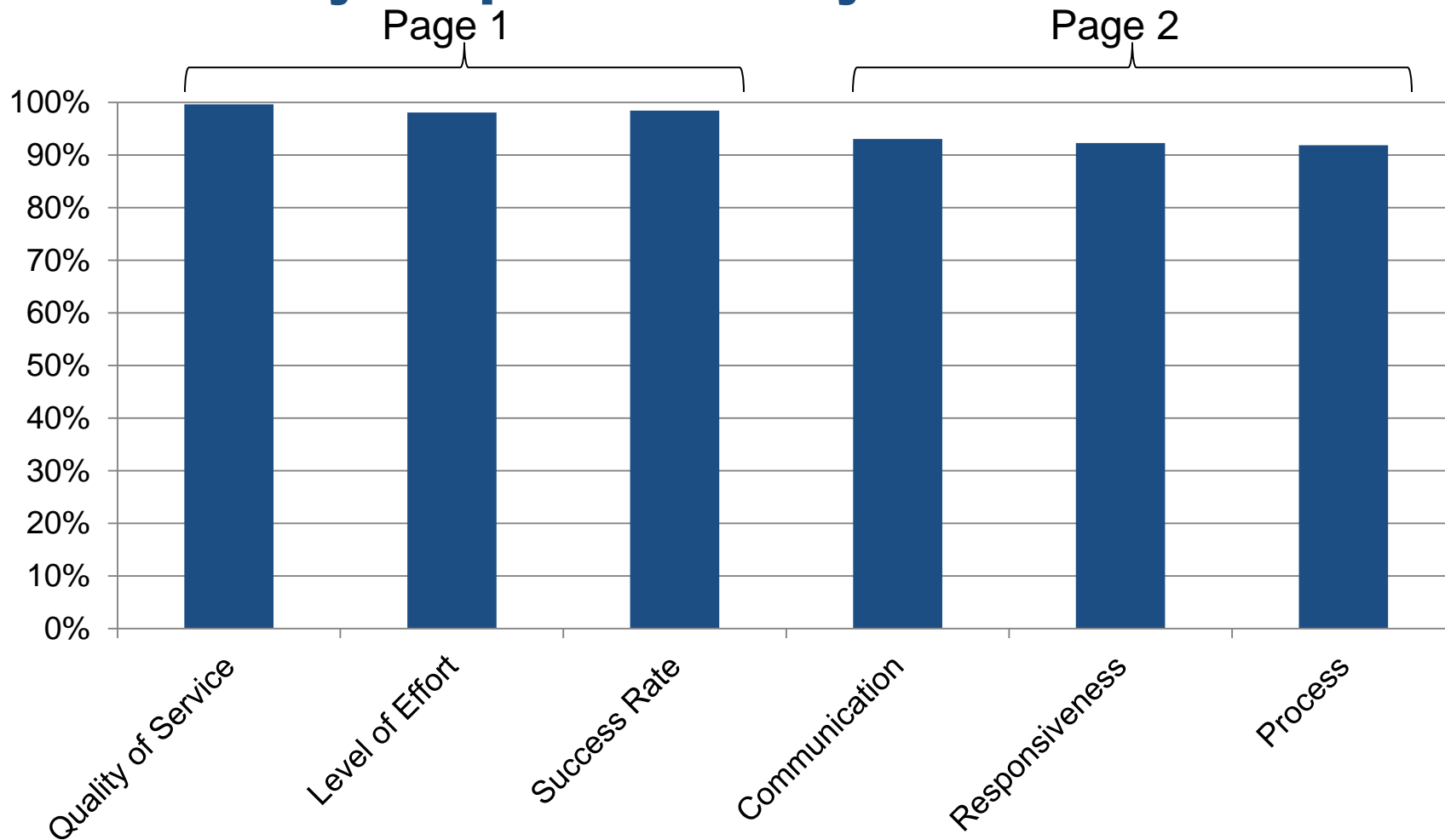
2013 Survey Response Rate by Question



The 2013 response rate fell after a page break in the survey. Page one questions averaged 98% of survey respondents answering the question, page 2 averaged 88%, and page 3 averaged 80%.



2014 Survey Response Rate by Question



As in 2013, the response rate fell after the page break in 2014. Page one questions averaged a 99% response rate while page two averaged a 93% response rate.

